

Afghan	... £2.70	Argentina	Rs 2520	Portugal	... £2.90
Bahrain	... DM 1,650	Bury	... £1,560	S. Africa	Rs 6.00
Belgium	... BEF 145	Canada	... £1,550	Singapore	Rs 2.10
Canada	... C\$1.00	Costa Rica	... £1,550	Sri Lanka	Rs 1.75
Egypt	... £1.70	Croatia	... £1,500	Sweden	Rs 2.00
Finland	... FIM 100	Croatia	... £1,500	Taiwan	Rs 2.20
France	... Fr 6.50	Denmark	... £1,500	Singapore	Rs 2.20
Germany	... DM 2.20	Finland	... £1,500	Taiwan	Rs 2.20
Greece	... Dr 2.75	Germany	... DM 2.00	Tunisia	Rs 2.00
Hong Kong	... HK \$12	Greece	... Dr 2.75	U.S.A.	Rs 2.00
Ireland	... £1.15	Hong Kong	... HK \$12	U.S.A.	Rs 2.00
Italy	... Lira 15	Ireland	... £1.15	U.S.A.	Rs 2.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,899

Wednesday April 9 1986

D 8523 B

Europe's ambitious  
drive into  
semiconductors, Page 16

World news

Business summary

## Car bomb kills ten in South Lebanon

### Standard Chartered shuns bid approach

A car bomb exploded inside Israel's self-declared security zone in South Lebanon, killing 10 and wounding 118.

The explosion, in the Christian-held part of Jounieh, north of Beirut, occurred at a checkpoint of the pro-Israeli South Lebanon Army near Hasbaya, at the eastern edge of the zone.

Security forces viewed the incident as a suicide attack, saying the driver was killed after apparently detonating the explosives. Page 4

#### Ulster violence

Northern Ireland police chief Sir John Hermon said he knew who was behind the night's bombings and gun attacks on the homes of police officers in the province, referring to them as "godfathers." Page 7

#### Afghan fighting

Hospitals in Kabul are treating many cases of phosphorus burns, suggesting Soviet and Afghan forces might be using the searing chemical in fighting in Afghanistan, Western diplomats said.

#### Restrictions eased

East Germany is easing restrictions on emigration and travel to the West in a move Bonn officials say could be tied to plans by Communist leader Erich Honecker to visit West Germany this year. Page 2

#### Steel chief killed

The president of a Greek steel firm, Dimitri Angelopoulos, was shot dead as he was walking to his office in central Athens. An extreme left-wing group claimed responsibility. Page 1

#### Confadora deadlock

Latin American nations ended three days of peace talks on Central America in deadlock because of political clashes between the US and Nicaragua. Page 6

#### Kohl trailing

A West German opinion poll shows Chancellor Helmut Kohl and his Christian Democrats trailing far behind the opposition 10 months before national elections. Page 1

#### Emergency 'to end'

Philippine president Corazon Aquino's emergency measures abolishing parliament should end within a year. Finance Minister Jaime Ongpin said.

#### Libyan death toll

Libya's army commander-in-chief said 36 Libyans were killed in last month's clashes with the US Sixth Fleet, the Egyptian newspaper al-Shaab reported. Sanctions talks, Page 6

#### Apartheid congress

South Africa's ruling National Party has called a federal party congress for August to explain Government reforms of apartheid and to head off a white backlash. Concern at white backlash. Page 4

#### Strike ban threat

Argentina's Government said it could bar workers from staging a 36-hour general strike planned later this month to protest against President Raúl Alfonsín's economic policies.

#### Chinese shares

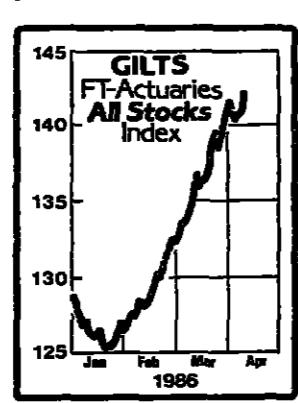
People in at least five Chinese cities will be able to buy shares in state firms and write personal cheques for the first time, the China Daily said. Page 4

#### Camels of mercy

Camels equipped with solar-powered ice boxes will carry vaccines to remote areas of Chad in a Unicef battle against child killer diseases. Page 21

**STANDARD CHARTERED**, British-based international bank, rejected offer from Lloyds Bank, also of the UK, to discuss a £1.2bn (\$1.76bn) merger, opening the possibility of a possible hostile bid or rival offer.

**WALL STREET**: At 2pm the Dow Jones industrial average was 29.22 higher at 1,764.73. Page 38



**LONDON**: Prices turned easier after a high start. The FT-SIE 100 gave up 12.8 to 1,675.7 while the FT Ordinary share index was 12.8 lower at 1,386.1. Page 38

**TOKYO**: Stocks turned lower on a wave of small-lot selling. The Nikkei average shed 47.92 to 15,014.06. Page 38

**DOLLAR** was weaker in nervous London trading, falling to DM 2.3375 (DM 2.935), FF 7,4425 (FF 7,6175), SF 1,975 (SF 2,012) and Y160.2 (Y182.1). On Bank of England figures the dollar's index fell to 118.7 from 121.8. Page 31

**STERLING** rose 1.25 cents against the dollar in London to \$1.47 but fell to DM 3.435 (DM 3.4875), FF 10.94 (FF 11.025), SF 2,9025 (SF 2,9325) and Y264.5 (Y266.25). The pound's exchange rate index was unchanged at 76.7. Page 31

**GOLD** fell \$0.50 on the London bullion market to \$338.25 and was \$1.50 lower in Zurich at \$340.75. Page 30

**NIGERIA** plans to push for cuts in oil production as a means of raising depressed world prices when Opec ministers meet in Geneva next week. Oil Minister Rilwan Lukman said.

**WEST** European net imports of energy from Soviet bloc countries slumped by 8.6 per cent last year after growing almost continuously over the previous 11 years.

**CANADA** has agreed to a parliamentary debate over the proposed CS2.4bn (\$1.8bn) takeover of Genstar by Imasco, a fast foods, tobacco products and retailing group in Canada and the US. Page 18

**AFRICOM COMPUTERS**, of the UK, pulling out of the US market after losses of about £14m (\$20.3m) in its first 14 months of operation.

**W.H. SMITH & Son**, British retail and wholesale newspaper and book-seller, launched an agreed £432m (\$63m) offer for Our Price, a specialist record shop chain. Men and Matters, Page 16; Lex, Page 18; Background, Page 24

**WARNACO**, US clothing manufacturer, rejected a sweetened \$430m bid from a group of Los Angeles investors and raised the stated value of its board's own leveraged buyout proposal. Page 19

**MR. BHP**, Australia's largest company, has issued writs against the Bell Resources and Adelaide Steamship groups, alleging insider trading in its shares and calling for the disposal of their holdings. Page 21

**CHEMICAL** Bank of the US will co-operate with Bank of China and a company owned by Sir Yiu-Kong Pao, the shipowner, in a joint venture to provide merchant banking and investment consultancy services in Hong Kong. Page 21

**CONTENTS**

## UK rates cut as \$ falls on fears of action by G5

BY GEORGE GRAHAM IN LONDON

BRITISH BANKS yesterday cut their base lending rates to 11 per cent from 11½ per cent. The cut, since last month's budget, followed a steep drop in money market interest rates in the wake of sterling's strength in recent weeks.

The dollar, meanwhile, fell sharply on market fears that finance ministers of the Group of Five (G5) industrial nations, gathered in Washington this week for the meeting of the International Monetary Fund, might decide to take further action to bring the dollar down, as they have done at the last two G5 meetings.

The US currency fell sharply against the D-Mark, French franc and other full members of the European Monetary System. It also lost ground against sterling and the yen.

The French central bank, meanwhile, had to buy D-Marks again yesterday so that the French franc could remain below its new ceiling in the reigned EMS exchange rate mechanism. This helped the D-Mark to advance against the dollar. The franc ended at FF 3,1840 against the D-Mark, fractionally below its permitted limit.

Yesterday's reduction in British

banks' base rates followed interest rate cuts in Belgium on Monday, in the wake of the weekend realignment of the EMS.

In the US, Southwest Bank of St Louis yesterday cut its prime lending rate by ½-point to 9 per cent, fueling speculation about a possible imminent cut in the US discount rate.

UK interest rates remain considerably higher than those of other major nations, so the authorities appear relaxed about the effect of yesterday's reduction on sterling's value in the foreign exchange markets.

Many analysts in London now expect further interest rate reductions in the US and Japan, following last month's concerted round of discount rate cuts. Although West Germany is felt to be less likely to follow to another cut, reductions in US and Japanese rates might give more scope for the further ½-point cut in UK base rates that analysts say is already signalled in money market rates.

"If sterling stays at this level the UK may be able to participate in the next internationally co-ordinated cut in interest rates that is expected in the next few weeks,"

Lex, Page 18; Money markets, Page 31

Irish central bank cuts rates, Page 3

## Ministers study plan to broaden co-ordination

BY PHILIP STEPHENS IN WASHINGTON

LEADING INDUSTRIAL nations are considering proposals to widen the scope of co-ordination of economic policies beyond interest and exchange rates to broader objectives for growth, inflation and external balances.

In talks in Washington yesterday, before today's six-monthly meeting of the International Monetary Fund's policymaking Interim Committee, finance ministers from the developed nations discussed plans for setting a series of "objective indicators" for the main economies.

The idea, drawn up by senior officials preparing the IMF talks, is for the Group of Five industrial nations (the US, Japan, France, West Germany and Britain) to establish

Some officials in Washington are sceptical as to whether finance ministers would be able to agree on anything more than the most generalised objectives and, more importantly, would be prepared to adjust their policies if they were seen as inconsistent.

"It could be seen as a minimalist approach designed to defuse calls for target zones for exchange rates," one commented.

Those indicators, covering nominal and real growth rates, inflation and current account balances would be agreed with the IMF which would seek to ensure that each country's policies were consistent with balanced world growth.

Senior officials stressed, however, that discussions on establishing what one referred to as "a medium-term framework for the world economy" were still at an early stage and faced several obstacles.

before any firm agreement could be reached.

The US Administration has indicated privately that it favours the initiative but intends to adopt a low profile at this week's talks. Japan, which is under pressure from other industrial nations to expand its economy through a "softer fiscal policy", has been less enthusiastic.

The agreement, reached at a 75-minute meeting between President Ronald Reagan and Mr Anatoly Dobrynin, the departing Soviet ambassador to the US, improved the likelihood of the summit being held this year, as provisionally arranged at the first superpower meeting in Geneva last November.

Mr Shultz held a news conference and while no date had been set, thought both sides would like the summit to take place this year. The decision to go ahead with preparations at ministerial level makes the summit more likely after several months in which Washington was becoming irritated with Moscow's reluctance to set a date.

Mr Shultz said there had been "increasing strain" in some areas of US-Soviet relations since the Geneva summit. "Things haven't gone as well as either side would like," he said. Yesterday's talks, however, had been constructive and had "advanced matters".

Although Mr Shultz yesterday repeated Washington's preference for a summit in June or July, it appeared likely the date would be later in the year. Mr Shultz said he had wanted to start the summit preparations with Mr Shevardnadze much earlier than the mid-May talks that have now been planned.

A lot of preparation would be necessary to ensure the kind of successful summit that both sides wanted. While he would not rule out June or July, Washington doubted the preparations could be completed by then.

Moscow has tentatively suggested September, a time that Washington says is inconvenient because of Congressional elections in early November. Mr Reagan indicated that, if he cannot meet Mr Mikhail Gorbachev, the Soviet leader, in the summer, he would prefer November or December, after the elections.

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## EUROPEAN NEWS

## Wine scandal deals blow to Italian exports

By JAMES BUXTON IN ROME

ITALIAN WINE exports to other countries are effectively blocked while Italian authorities work out certification procedures, according to Mr Frans Andriessen, the EEC Agricultural Commissioner.

Speaking in Brussels yesterday, he said there was no reason at the moment for the European Commission to take any action on the Italian wine scandal. He said the sales of wine was a matter for Italy to deal with although the EEC stood ready to help if necessary.

Mr Andriessen spoke as Mr Filippo Maria Pandolfi, the Italian Minister of Agriculture, yesterday visited his opposite numbers in Bonn and Paris in an effort to reassure them that Italy had the "scandal of poisoned wine under control".

Moreover, said Mr Andriessen, Italian Ministry of Agriculture officials denied in Brussels that the export of wine was being held up by Italy. The certification procedure was already working. These certificates are meant to ensure that wine exported does not exceed the legal quantity of methyl alcohol. The new rules, which came into force last week, are expected to take a few days to become effective.

Reports from the big Italian wine exporters suggest that very small amounts of wine are being exported after obtaining the certificates, which are issued by laboratories approved by the Ministry of Agriculture. But they said that exports are far below normal. Other wine-makers have spoken of export

orders being cancelled.

About 20 people are believed to have died from drinking wine containing an excessive amount of methyl alcohol, and people are still being taken ill in many parts of Italy, not just in the north, where the scandal broke. The adulterated wine can also cause blindness.

The authorities believe, however, that the worst should soon be over since they have identified and closed down four centres which were producing wine to which dangerous quantities of the chemical had been added.

But, despite the official optimism, the Italian wine industry is in despair at what it sees as the immense damage done to the image of Italian wine in Europe and, most of all, in Italy itself. Politicians are extremely conscious of the severe blow that Italy's international reputation has suffered.

There is general nervousness about drinking any wine, despite the relatively small quantities that have been adulterated. Yesterday, in a smart restaurant in the centre of Rome, the majority of lunchtime customers were avoiding wine.

Mr Pandolfi wants to convince the agriculture ministers in West Germany and France the two biggest markets for Italian wine, that the authorities are taking the necessary precautions on exports. In the year to last August, Italy exported 18m hectolitres of wine valued at £1500m (£250m).

## Irish interest rates fall

By HUGH CARNEY IN DUBLIN

THE CENTRAL bank of Ireland dropped its overnight lending rate to banks by 1.25 percentage points to 12.5 per cent yesterday as Irish interest rates began to move down in the wake of the weekend realignment of the European Monetary System.

The realignment of the Irish punt's value against the European currency unit (Ecu) in the realignment has helped reverse a speculative trend against the currency based on

expectations that it would be devalued.

Interest rates in Dublin have moved down since the weekend, with one month rates to about 12.5 per cent. Now, following from around 15 per cent earlier, banks have yet to lower their retail lending rates. They are waiting for the central bank to remove a three percentage point increase on business lending rates imposed in February at the height of the speculative run on the punt.

AT&T and Philips Telecommunications was formed in 1984 by the merger of two companies who have always been in the forefront of telecommunications and advanced electronics technology. AT&T previously traded under the name The Bell System, which was established within years of Alexander Graham Bell inventing the telephone in 1876.

From there AT&T grew to become the largest telecommunications company in the world, and until recently was the leading telephone system of the USA. Today, AT&T has still the most advanced telecommunications network in the world, serving with local companies the needs of over 90 million subscribers. Philips is Europe's largest electronics company, manufacturing a wide range of professional and consumer

## Finance casts shadow over EEC research plans

By PAUL CHEESERIGHT IN LUXEMBOURG

THE EUROPEAN Community will not seek to bridge what is perceived as a growing research and technology gap between it, on one side, and Japan and the US, on the other, simply by throwing money at the problem.

Discussions among research ministers in Luxembourg yesterday on guidelines for Community research and development programmes to run between 1987 and 1991 showed a general insistence that there should be value for money.

Ministers had their first look at guidelines prepared by the European Commission. Their aim was to mark out research priorities, but they found it difficult to escape from the question of finance.

The Commission has suggested Ecu 500m (£5.88bn) of

spending on Community programmes for the five years with a 15 per cent reserve on top of that to provide flexibility.

That amount of money will not be available, say the French, British and West Germans. The three big powers want each programme to be justified in terms of the value it brings: potential users must be identified; the impact on industrial competitiveness must be assessed.

"I hope we can avoid a situation where the Commission plucks a figure from the sky. We suggest halving it and bargaining on it without focusing on the central issue of relevance," said Mr Geoffrey Pattle, the UK Minister for Information technology.

But the relative role of Community research programmes is less in France, West Germany

and the UK than it is in the smaller or more unperfected EEC countries. And there are countries like Italy which will agree with what the Commission proposes because, somehow, that is "European."

The big powers are starting from a different philosophical position from the Commission and the small powers. By saying, "justify it," they are demanding an approach from the bottom up, while the Commission, looking at the macroeconomic position is starting from the top and working downwards in the specific programmes.

However, the budgetary side of the question is not in West Germany, France and Britain are net contributors to a Community budget bursting at the seams despite an increase this year in national contributions.

The others are not beneficiaries.

There is, in any case, a degree of caution in the light of past experience. The Commission has tabled before the research ministers a report on Esprit, the Community's flagship research programme, meshing Community funds with those of the private sector in an information technology drive.

This report on the first phase of a programme, of which the Commission is proud, calls for better dissemination of information about the programme, better dissemination of research results, a more systematic flow of information to the programme managers and questions some operational aspects.

On the basis of an independent evaluation of Esprit, there is a call in the report for

the Commission to look at larger research projects, implying that money is being spread too thinly, and a query about the level of funding—does it always have to be at 50 per cent for the Community contribution?

For all that, Esprit is considered to be working well. The same cannot be said of the joint research centre which has been drawing in more than a quarter of Community research funds.

It is largely concerned with nuclear fission and has its main facilities at Ispra in Italy.

The Commission has been having to explain that it is running Ecu 43m over budget and yesterday presented new economies to the ministers. Italy, not surprisingly, is keen to see Ispra continue, but its diplomats admit that it is not

well run and that its research needs to be re-oriented.

These two examples chime in with the demand for more cost effectiveness. They add substance to the general drift of the Commission guidelines which suggest that research should be shifted away from energy matters to areas which have a direct impact in industrial competitiveness.

Even the big Community powers accept that, in 1982 energy took up 65.4 per cent of the Community research budget. Under the Commission proposals, that would be reduced to 21 per cent in 1987-91. Programmes like information technology, bearing on competitiveness, would take up 50 per cent over the next five years, compared with 18.9 per cent in 1982.

## German wartime papers produced against Waldheim

By OUR FOREIGN STAFF

THE World Jewish Congress yesterday produced copies of a German wartime document which is said to show Dr Kurt Waldheim, former secretary-general of the United Nations, must have been aware of the deportation by Nazis of Greek Jews while serving as an army headquarters in Salzburg.

Dr Israel Singer, secretary-general of the WJC, read extracts from the document to the press in London. At the same time, the Board of Deputies of British Jews announced that it had written to Sir Geoffrey Howe, the Foreign Secretary, asking him to lay open any documents in British possession bearing on the wartime record of Dr Waldheim.

A similar appeal has gone from French Jewry to the French Prime Minister, Mr Jacques Chirac.

The Foreign Office said last night that, once received, the communications would be given due consideration.

Dr Waldheim, who is running for the Austrian presidency, has denied all knowledge of the deportation. The document produced by Dr Singer is the draft of a communication from army group headquarters, dated July 15, 1944, and addressed to the staff.

The Foreign Office said that the document was a copy of a document which had been rejected by Dr Waldheim.

Speaking to journalists after the weekly cabinet meeting, Dr Simone said that the world-wide discussion about Dr Waldheim "had put into question Austria's reputation." He suggested that Dr Waldheim should consider the implications of continuing his bid for the presidency.

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## OVERSEAS NEWS

## Japan may invest Y2,000bn in research project

BY CARLA RAPORT IN TOKYO

JAPAN is considering the launch of a Y1,000bn (US\$3.75bn) to Y2,000bn basic research project which it intends to be Japan's answer to America's Strategic Defense Initiative (SDI) and Europe's Eureka science project.

The project, variously known as the Human Frontier Project or the Human and Earth Sciences Programme, is aimed at reversing Japan's image as an imitator as opposed to an innovator.

The results of the project are intended to be shared with other countries to help Japan rid itself of its image as a egocentric society interested primarily in its own advancement.

The project is expected to be unveiled at next month's summit of Western leaders in Tokyo. It remains unclear, however, whether the move will be primarily a public relations gesture which will be shelved when Prime Minister Nakasone leaves office, or whether Japan is seriously intent on becoming a pioneer in a host of scientific fields.

The idea for the project came out of talks on how to correct Japan's trade imbalance with the West. Mr Seiichi Ishizaka, head of the Human Frontier Programme Commit-

tee, said: "I am convinced that the cause of the trade deficit is the technology imbalance.

"The Japanese have been profiting by producing goods of better quality with the basic and applied scientific knowledge of more developed countries.

"I recognise the danger of technology protectionism as a result, should put more efforts on basic studies."

The project, if approved, is proposing a 10- to 20-year study of human and organic processes, such as locomotion, ageing, memory, metabolism.

Mr Takeo Arimoto, an official with Science and Technology Agency, which is developing the Human and Earth Sciences Programme, said Japan did not expect the project to produce any immediate industrial benefits. "We will regard the research as international property," he said.

Western diplomatic observers, however, remain sceptical about the project. "We'll probably hear a lot about it at the Summit, but after that it's anyone's guess," said one.

In Japan, Research for research's sake. Industrialists are bound to say what is the point?" one

## S. Africa's ruling party criticises extremists

By Anthony Robinson in Johannesburg

GOVERNMENT CONCERN at growing evidence of a white backlash and support for right-wing movements is reflected in the latest edition of the National Party's official magazine.

A front-page editorial entitled "Whither South Africa" accused white extremists, like those who recently fired at innocent blacks from moving cars in five separate incidents in the Transvaal, of playing into the revolutionaries' hands.

It warned that if a full-scale racial conflict did take place, "neither South Africa nor the whites" could survive.

Questioning whether 1.1m white adult males could run the economy and at the same time protect whites against millions of blacks armed and supported from outside, it accused right-wingers of military forces like the African National Congress (ANC) of "setting the stage for what Lenin described as 'useful idiots'".

That is the road leading to national suicide, the editorial said.

The National Party Government, it said, conceded that the blacks had legitimate grievances which needed to be removed, including surrounding the educational backlog.

It said that whites felt in secure because of the continuing unrest in black townships, orchestrated revolutionary pressures from Moscow and sanctions imposed by Western governments in which suited the revolutionaries.

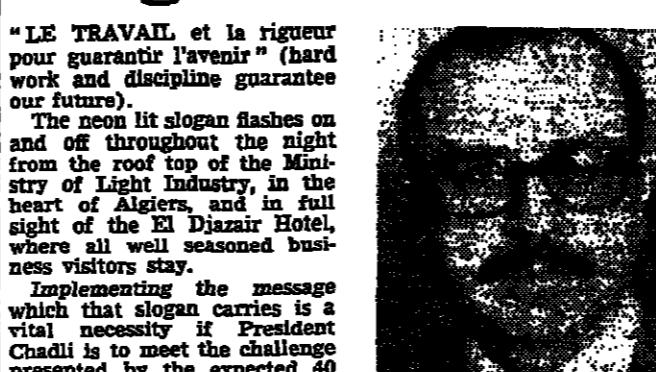
Part of the AWP, the editorial also attacked the right-wing Conservative Party which condones these extremes and wishes to enter an alliance with it.

The right-wing editorial has been timed to coincide with the opening of the post-Easter session of Parliament and a week before President P. W. Botha is expected to urge parliament to put on the statute book reforms such as the restoration of citizenship to blacks, abolition of the hated laws, property rights for blacks and the removal of obstacles to black business.

Neither Labour nor Likud showed signs of being willing to back down over the Prime Minister's insistence on the

## President Chadli prepares for a major challenge, Francis Ghiles reports

## Algeria faces the moment of truth



Abdelhamid Brahimi holds some good cards

"LE TRAVAIL et la rigueur pour garantir l'avenir" (hard work and discipline guarantee our future).

The neon lit slogan flashes on and off throughout the night from the roof top of the Ministry of Mineral Industry, in the heart of Algiers, seen in full sight of the El Djezair Hotel, where all well-seasoned business visitors stay.

Implementing the message that this slogan carries is a vital necessity if President Chadli is to meet the challenge presented by the expected 40 per cent decline in Algeria's foreign oil and gas income this year.

The Government, led since 1984 by M Abdellahid Brahimi, does hold some good cards. The country's foreign financial position is sounder than that of many oil producing countries because of the policy pursued since 1980 aimed at cutting back many grandiose industrial schemes and containing the foreign debt. Last year's trade surplus is estimated to have reached about \$2bn (exports were worth \$10.5bn (US\$6.5bn) (2.7bn), a decline of some \$300m on the 1984 figure. The deficit in services declined last year by about 10 per cent to \$2bn, while debt servicing absorbed an estimated \$4.2bn. That figure is set to fall by a further \$600 million dollars this year.

The overall debt can be estimated at about \$17bn while hard currency reserves increased between December 1984 and the end of last year by about \$1bn to \$2.5bn. Algeria is in good standing with international banks, but a miscalculation by the Banque Algérienne de Développement when it launched earlier in February a

500m 10-year loan with a margin of 10 per cent over the interest rate—which will not help to cut back to \$300m.

Overall, however, the drive of the Minister of Agriculture, M Kadda Merah, who in the 1970's was the much feared head of internal security, has changed the picture for the better. But with a population rising at a rate of 3.2 per cent per annum it is a race against time, particularly for a country which imports more than half the food it consumes and where, at least so far, nobody starves.

The private sector, which employs about one-third of the labour force, was much despised until this decade but is now being encouraged to invest in domestic industry. It welcomed a cut in corporate tax from 60 per cent to 50 per cent as contained in the 1984 budget. Many entrepreneurs are ready with major investment projects, but they are well aware of the chronic problems of the state bureaucracy—four years is not an uncommon length of time to dispute a simple contract.

The progress made in unshackling the farming sector from the agrarian revolution launched under the late President Houari Boumedienne—and which came close to destroying agriculture in Algeria—is very much in evidence. Land expropriated in the 1970s is being returned to its former owners; large coastal tracts no longer lie fallow; production of fruit, vegetables and eggs is increasing. Last year's cereal crop was a record, thanks to plentiful rains. Subsidies have also been cut on flour and oil.

Prices in the many free markets which have sprung up since 1980 are high and rising while the activity of the new "millionaires du legume,"

recently denounced in the quarter of the foreign income last year of Sonatrach, the state oil and gas concern. Clearly the penny has begun to drop on Algeria's body politic because of the changing energy fortunes. In the last month, the media have been touting the Government line on the need for "belt tightening" and "self-reliance."

This has sharpened focus on some of the country's more cherished infrastructural projects, which the government is now having to seriously consider cancelling or delaying. Military expenditure is already being trimmed in certain fields, such as the scaling back of the modernisation of the Boufarik air base. It will be a long time before President Chadli can afford to give the go-ahead for such expensive schemes as these.

Another delicate challenge awaits the Algerian leadership—that of the eventual participation of foreign capital in Algerian projects. The joint venture law of 1982 allows one or more foreign companies, either in terms of profits or management rights.

But the worst of both worlds: those in the state apparatus who are against it point to the lack of enthusiasm foreigners have displayed while those who wish to go further only complain in private.

The new cabinet announced after last December's FLN Congress includes many highly competent officials and they are people whom the President can trust. Today they face what may prove to be the most difficult year since the Chadli Government came to power in 1979.

## Car bomb kills nine in Lebanese port

AT least nine people were killed and scores wounded by a car bomb which blasted the Christian-held port of Jounieh, north of Beirut, according to a Christian radio station, Reuter reports from Beirut.

The car, packed with dynamite, exploded in a bank and a municipal building, residents said.

The bomb set buildings ablaze and wrecked more than 100 cars.

## Taiwan trade surplus

Taiwan registered a trade surplus of \$1.02bn (270m) in March, a record 190 per cent increase over the same month last year despite import tariff cuts in February, according to a Government announcement.

Mr Vincent Siew, director-general of the Board of Foreign Trade said that while the full effect of the cuts might not be felt immediately, "the surplus figure also indicates we have to do more to increase imports."

Exports in March totalled \$2.98bn, up 33.3 per cent from a year earlier, and imports totalled \$1.96bn, an increase of 41 per cent.

## Four killed in Punjab

Four people were killed yesterday in India's troubled northern state of Punjab, where nearly 400 Sikhs militants were arrested over two days, police said. AP reports from Amritsar.

Two Sikh moderates were murdered by attackers who escaped on motorcycles, and in other incidents a Hindu police bodyguard of a state official and another Sikh official were killed.

## Clashes in Afghanistan

Fighting between Soviet-supported Afghan forces and anti-Soviet insurgents in eastern Afghanistan is continuing, western diplomats said yesterday. Mohammad Afzal reports from Islamabad.

They said that 100 Afghan soldiers had been killed at Ghazni, alone southeast of Kabul, the capital, and their bodies flown to Kabul for burial.

## China to allow shares to be bought in state companies

PEOPLE in at least five Chinese cities will be able to buy shares in state companies and write personal cheques for the first time, the China Daily said yesterday. Reuter reports from Pekin.

It quoted Liu Hongru, vice-president of the People's Bank of China, the central bank, as saying the five cities would serve as experiments for the whole country.

More than 10 companies in Shanghai, none of them state-owned, have issued shares since 1983 and one will pay 18,000 stockholders a dividend this year, the first such payment since 1949.

State companies have up till

**David Lascelles**, in his third article on world banking, says a global market is on the way

## Peres faces pressure to abandon Likud deal

BY ANDREW WHITLEY IN TEL AVIV

DEADLOCK continued yesterday in the Israeli political crisis as Mr Shimon Peres, the Prime Minister, braced himself for expected strong demands at a key Labour Party congress, which opened last night, to break the leadership rotation agreement with Likud.

Neither Labour nor Likud showed signs of being willing to back down over the Prime Minister's insistence on the

dismissal of Mr Yitzhak Moda, the Likud-nominated Finance Minister.

All that was agreed overnight was to postpone a final decision until next Sunday's scheduled cabinet meeting.

But one senior Labour Party official predicted that however the crisis is resolved—a crisis which centres on the authority of Mr Peres as Prime Minister as well as control over economic

policy—after the weekend, Mr Moda will no longer be Finance Minister.

One possible solution to the impasse suggested yesterday by Mr Peres would be for Mr Moda to remain in the Cabinet with a different portfolio.

Under the terms of the rotation agreement, this would require the Likud to name a replacement for the finance minister.

But first reactions from Likud

branches were not promising. One

said that Mr Moda's departure from the important finance ministry would mean the end of the coalition government.

Meanwhile, the Labour alignment began last night one of its most important congresses for years, with the issue of the power-sharing arrangement with Likud dominating all other topics.

spreads are large, which gives traders opportunities to make—or lose—a lot of money. But the linkage is growing.

When the Japanese government pushed up interest rates last November, US treasuries fell sharply on the local market, even though Wall Street was fast asleep. And they rallied on the two recent cuts in the Tokyo discount rate. But Tokyo exchange turnover is also soaring in Tokyo, and so are securities swap transactions, all of which is tagging the Japanese market into the mainstream.

Futures are a step or two behind the globalisation of securities trading, but logically they must follow. The key question is how quickly Tokyo's fledgling futures market can complement London and Chicago's, and how soon contracts can be traded in all three markets simultaneously.

US Treasury bond futures are traded in London, and there are plans for a Japanese bond future that could be traded in the same market. But the Chicago market, the world's largest, are wary of this because it could cost them market share.

2 pm New York. The pace has slowed in Warburg's dealing room, on Park Avenue. Warburg has capitalised its US operations at \$65m, which Mr Nicolas Millward, the executive director, says is more than it needs "but anything less is not going to buy anybody over." Using prices from London, Warburg is swapping gilts into dollar instruments to sell to US institutions, who are still a little wary of securities denominated in foreign currencies. But trading in overseas bonds is growing: "The market is up to make the market to get it off the ground," says Mr Millward.

Warburg has a 30-person office in San Francisco to provide vital service—research. If intelligence is one of the unifying forces in a global market, then consider Merrill Lynch: it can dash new spinoffs on 300 non-US and 1,200 US stocks to 2,000 brokers around the world, in addition to the 11,000 it has in the US.

5 pm New York. Prices start winding on the screen from Sydney, where it is down, and soon Tokyo opens up.

8 am Tokyo, 6 pm New York: The ten-hour gap between New York and Tokyo is called "the funny period," which Australia would like to fill. But all centres are starting earlier and ending later to enlarge the overlap between them. "We work long hours," says Christopher Purvis, manager of Warburg's Tokyo office, by Hibiki Park, where traders are holding their morning conference call with New York.

The international markets in Tokyo are the thinnest of the three: trading is volatile, and

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# From today every dishwasher built in Britain will carry our label.

The Candy logo is a stylized, italicized word 'Candy' with a decorative, wavy underline. The letters are bold and have a slight shadow effect.

Today, Candy, one of Italy's leading white goods manufacturers, will officially open a new production line to make dishwashers at their factory in Bromborough, near Liverpool.

This new line will make the Candy Group\* the only company producing and selling dishwashers in Britain.

The reason for increasing our investment here is quite simple. Since we acquired our factory at Bromborough in 1980, we have found that the skill and commitment of our workforce has helped us produce products whose quality is amongst the highest of any of our factories in Europe. It is this quality that has led

to our decision to invest in our new production line.

Initially, our dishwashers will be assembled from a combination of British and Italian components. This however will be a temporary situation. We are currently asking British companies for tenders to supply the bulk of these parts.

Candy have a policy of continual investment in Britain, and we intend not only to develop production on our existing lines, but to continue to introduce new ones.

So, if you would rather buy a British built dishwasher, ours is the label to look for.

\*THE CANDY GROUP MANUFACTURES UNDER THE BRAND NAMES OF CANDY AND KELVINATOR.

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## AMERICAN NEWS

## US intensifies bid to counter Libyan threat

By REGINALD DALE IN WASHINGTON AND RUPERT CORNWELL IN BONN

THE US has intensified its consultations with allied governments on combatting Libyan-sponsored terrorism since last week's explosion aboard an Athens-bound TWA airliner and the weekend bombing of a West Berlin nightclub, US officials said yesterday.

They denied, however, that Washington was putting pressure on its allies to take action against Libya, or that it had made any specific request. "Pressure doesn't work—it's counterproductive," said one official.

In Bonn, however, officials said yesterday that the US was again pressing for retaliatory measures against Libya. The West German Cabinet will today discuss US pressure for sanctions against the regime of Col Muammar Gadaffi in the wake of the Berlin bombing.

The US is backing its case with documents apparently containing evidence of Libya's involvement. The file is understood to include an intercepted radio message from Tripoli to the Libyan mission in East Berlin congratulating it on "a well-executed job."

But the indications are that Bonn, whatever its concern, will not be stampeded into precipitate action. The officials said that the documents offered clued and grounds for suspicion, but did not constitute conclusive proof that Col Gadaffi was behind the bombing.

Administration officials in Washington said that the US took the view that the allies should decide what to do in their own interest, and in the light of local circumstances in each country. The discussions

## Mexico set to lower sights on US finance

By Stewart Fleming in Washington

MEXICO, which has trimmed back significantly estimates of the volume of new money it will need in 1986, is not expected to raise substantial sums directly on a bilateral basis from the US this year, according to bankers and officials closely involved in the country's debt negotiations.

Earlier this year, as oil prices plummeted, Mexico told its bankers that its new money needs might run as high as \$3bn (£5.5bn) or \$3bn in 1986. This sparked speculation that the US would be asked to put together an emergency financing package.

But in the past few days, following extensive talks in Washington with Mr James Baker, US Treasury Secretary and Mr Paul Volcker, Federal Reserve Board chairman, the Mexican Government has abruptly scaled down its estimates, suggesting that about \$4bn is now its target.

The shift is said to reflect a recognition by Mexico that the US is unwilling at present to consider an emergency financial package. Instead, the US is expecting some \$2.5bn to be made available from the regional banks, \$1.2bn from the World Bank, \$0.9bn from the International Monetary Fund and as much as \$1.2bn from a rescheduling of Mexico's debt through the Paris Club of government creditors.

The clear implication of such scaled down financing is that Mexico accepts it will have to implement domestic economic reforms.

Mexican officials still insist that industrial countries must accept the need for a new approach to the debt crisis in which the burden of adjustment is shared more equally. In a speech on Monday to a seminar on Latin American debt at Emory University in Atlanta, Georgia, Mr Jesus Silva-Herzog, Mexican Finance Minister, said that if only a fraction of the benefits of the industrial countries are getting from lower oil prices could be channelled to debtors such as Mexico which have been hit by the oil price decline "this would significantly remove the danger (of) a further deterioration of the debt crisis."

But he added: "There must be a lot of changes in the economic policies of our countries if we have got to be more export oriented and more competitive."

The contracts went to United Technologies, General Electric, Boeing, General Dynamics, Lockheed, McDonnell Douglas and Rockwell International.

## US companies awarded space aircraft contracts

US companies yesterday won contracts worth \$89.5m (£51.7m) for research into an aircraft that would fly in space and take two hours from New York to Tokyo. Reuter reports from Washington.

The Defence Department and the National Aeronautics and Space Administration (Nasa) said seven contracts were

awarded for research into advanced structures, high-temperature materials and power systems for the aircraft which could be flying by the end of the century.

The contracts went to United Technologies, General Electric, Boeing, General Dynamics, Lockheed, McDonnell Douglas and Rockwell International.

## Algeria to cut price of natural gas to Spain by 16%

By DAVID WHITE IN MADRID AND FRANCIS GHILES

ALGERIA's state oil and gas monopoly, Sonatrach, has agreed to cut its price for natural gas to Spain by about 16 per cent for the second quarter of this year. This will bring the price down to \$3.18 per million British thermal units (BTUs).

The Spanish state-owned company Enagas said the new price was believed to be in line with that already agreed by Gaz de France for its Algerian purchases.

The new price appears to be a compromise. Indeed, according to the latest issue of International Gas Report, had it been worked out on the basis of Rotterdam "netback" oil prices for the remainder of the year, at about \$4.4bn between now and December.

Algeria is Spain's main supplier of gas, followed by Libya. In February last year, the Spanish and Algerian Governments ended a two-year conflict by agreeing a deal reducing the amount of Spain's long-term purchases.

The deal, which followed a period during which Spain was taking account of the amount it had contracted to buy, included compensation to the Algerians of \$500m (£340m), covering past price increases and investments made at the Skikda gas complex.

## Aerospatiale signs FF 1bn helicopter deal with Spain

By OUR PARIS STAFF

AEROSPATIALE, THE French state-owned aerospace group, has signed a contract with the Spanish Government for a FF 1bn (£90m) sale of 18 military helicopters.

The contract, recently signed in Madrid after months of competition with Agusta of Italy, gives Spain a share in production.

Spain is buying 25-seater Super-Pumas for its army. Madrid bought 12 of the helicopters in 1981. Deliveries are expected to take two years, beginning in 1987.

Among the Spanish companies involved are Casa, Aisa, Marconi Espagnola and Insel, many of which have worked alongside Aerospatiale on joint

## Delays threaten thermal power project in India

By IAN RODGER IN NEW DELHI

THE LONG-TRROUBLED \$250m Rihand thermal power station project in India, for which the UK's Northern Engineering Industries (NEI) is the turnkey contractor, is threatened by new delays.

But both NEI and its Indian client, the National Thermal Power Corporation (NTPC), are taking a more positive view of the project's progress.

The new price is about 20 per cent lower than the average paid last year, when Enagas imported 1.57bn cubic metres of Algerian gas for Pta 43bn (£195.4m). Mr Juan Badosa, Enagas chairman, said:

"We have got to be more export oriented and more competitive."

The project, NEI's first major overseas turnkey power station contract, has been plagued with

difficulties in relations between the UK company and the NTPC. Mr M. L. Shishoo, NTPC chairman, said that the situation had "improved demonstrably" since a major row erupted a year ago over delays in agreeing the specifications required for high pressure boiler pipe and other components.

In particular, a direct style of management had been adopted. Top executives of all the subcontractors now participated with NEI and NTPC in regular meetings to settle issues.

However, "we are still not out of the woods," Mr Shishoo said. He identified four areas in which he said work was behind schedule:

• Cabling: NEI has not yet completed the task of assessing the need for various types and sizes of cable for the power station, and so orders have not

yet been placed.

• Low-pressure pipe: Babcock International, the sub-contractor, is behind schedule on the production, partly because of delays in receiving specifications.

• Low-tension switchgear: NEI is behind in its production of this equipment, which is normally made towards the end of a project.

• Coal-handling equipment: Babcock, the supplier, is behind schedule, again partly because of specification problems.

Mr Shishoo said these problems were discussed with NEI in London last month. It was the NTPC's view that NEI needed to commit more management inputs to the project if further delays were to be avoided.

He added that NEI was "very responsive" to this point. A large task force had already

been set up to tackle the cabling problem, for example.

He said he was worried there might be further slippage from the November, 1987 deadline, but he had insisted, and NEI had agreed, that this would not be accepted for the time being.

"We refused to discuss any further delay, even though we know there are critical areas."

Mr Terry Harrison, the NEI chairman, who was in India last week to assess progress on the project, said in New Delhi that he agreed with Mr Shishoo's assessment.

He pointed out that the improvement in relations was partly the result of project management changes on both sides. "It is not that we are putting in four times the effort. Our efforts have been consistent over the 30-month period. We are now seeing the effect of that sustained effort."

Mr Harrison said NEI believed the project deadline could still be met. "That is what we are going for. If there is any slippage, it will be minimal."

Mr Graeme Anderson, an NEI manager, said that Rihand, in a remote part of Uttar Pradesh in north-east India, was a difficult site. There were 10,000 workers on-site and not one telephone.

He added that, as at last week, NEI had completed fabrication of 50,000 tonnes of steelwork out of a total of 104,000 tonnes. A further 20,000 tonnes were in transit from the UK.

He also pointed out that it was normal for problems to arise on large projects. The managers were out of a total of 55 "packages."

Mr Harrison said: "It is a

job we have learned a lot from and it will stand us in good stead in the future. Building a power station in the middle of India is no mean feat."

Mr Shishoo said NTPC was eager to proceed with the second phase of the Rihand project, which would see a doubling of its capacity, and the British Government has indicated its willingness to provide aid for it.

However, the final decision would probably not be taken until the first stage was near completion. "December, 1987 would be a good time for a decision," he said.

The NEI contract was the first granted by the NTPC on a turnkey basis. Asked if it would use this method again, Mr Shishoo said: "It is a question of who you give it to."

NEI said it would definitely be interested in participating in phase two.

## Singapore gives UK assurance on copyright

By Christian Tyler, Trade Editor

SINGAPORE HAS assured the British Government that new copyright laws coming into force by the end of the year will stamp out unauthorised reproduction of UK books and records.

The deal, which followed a period during which Spain was taking account of the amount it had contracted to buy, included compensation to the Algerians of \$500m (£340m), covering past price increases and investments made at the Skikda gas complex.

The assurance is given to Mr Michael Howard, a Department of Trade and Industry Minister, during his recent visit to financial centres of the Far East. The DTI said yesterday. Both had received a piracy cost.

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difficulties in relations between the UK company and the NTPC. Mr M. L. Shishoo, NTPC chairman, said that the situation had "improved demonstrably" since a major row erupted a year ago over delays in agreeing the specifications required for high pressure boiler pipe and other components.

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Malaysia hosts travel conference in tourist drive

By WONG SULONG IN KUALA LUMPUR

MALAYSIA, in a bid to boost the tourist dollar, plays host over the next two weeks to the annual conference of the Pacific Asia Travel Association (Pata).

Starting today, some 2,500 government, airline and tourism officials will meet in the capital to discuss tourism strategy for the Asian and Pacific region for the next year. But they will also be subjected to a massive public relations show.

The economy is now going through a difficult period—structural weaknesses are showing, while the prices of major export commodities, such as tin, have taken a sharp plunge.

The current Malaysia Plan (1986-90) published last month, devotes a full chapter to tourism. The plan stresses

tourism's potential in redressing the adverse balance of payments position and being a source of growth and employment generation."

Mr Mahathir Mohamad, the Prime Minister, shocked hoteliers in Kuala Lumpur last year by telling them that they deserved to lose money because hotel rates in the capital were the second highest in Asia, after Tokyo. Malaysian hotel rates have since fallen sharply from a combination of low occupancy and reductions in electricity costs.

The current Malaysia Plan (1986-90) published last month, devotes a full chapter to tourism. The plan stresses

Malaysia grew by 7.5 per cent a year to \$2.3m. Earnings from tourism were estimated to have risen from Ringgit 1.713m (£424m) in 1985 to Ringgit 1.730m (£442m) during the period.

Tourism is now the country's fifth biggest foreign exchange earner.

Most of the tourists are from neighbouring countries, with those from Singapore and Thailand making up to 70 per cent of the total.

The high-yield, long-haul market originates mainly in Japan, Australia and Britain.

Under the Malaysia Plan, the Government is allocating Ringgit 57m for tourist pro-

jects, compared with Ringgit 14.8m under the previous plan.

The 1986 budget extended the range of tax incentives enjoyed by hotels to other tourist-related businesses, such as motels, parks and zoos.

Tourism projects are eligible for soft loans under the government's Ringgit 1bn new investment fund.

Malaysian and Singapore tourist officials are pledged to sell their countries as a joint tourist destination, something which makes sense but has not been successful in the past because of political misunderstandings.

THE SWISS watchmaking industry consolidated its position as world market leader last year, when it notched up a 12.2 per cent growth in the value of its exports against the 8 per cent achieved by its closest rival, the Japanese industry.

The strength of the Swiss exports totalled SwFr 4.3bn (£1.47bn) in 1985 against the equivalent of SwFr 3.5bn for the Japanese, according to figures released yesterday by the Fed-

eration of the Swiss Watch Industry.

However, last year also confirmed the Swiss comeback in the bulk, low-price market from which in the crisis years of 1982 and 1983 it appeared that they had been chased by the Japanese and other Asian manufacturers.

The Swiss are also signalling their new confidence by opening the Basel Watch Fair for the first time to Japanese and Hong Kong exhibitors. It opens on April 17.

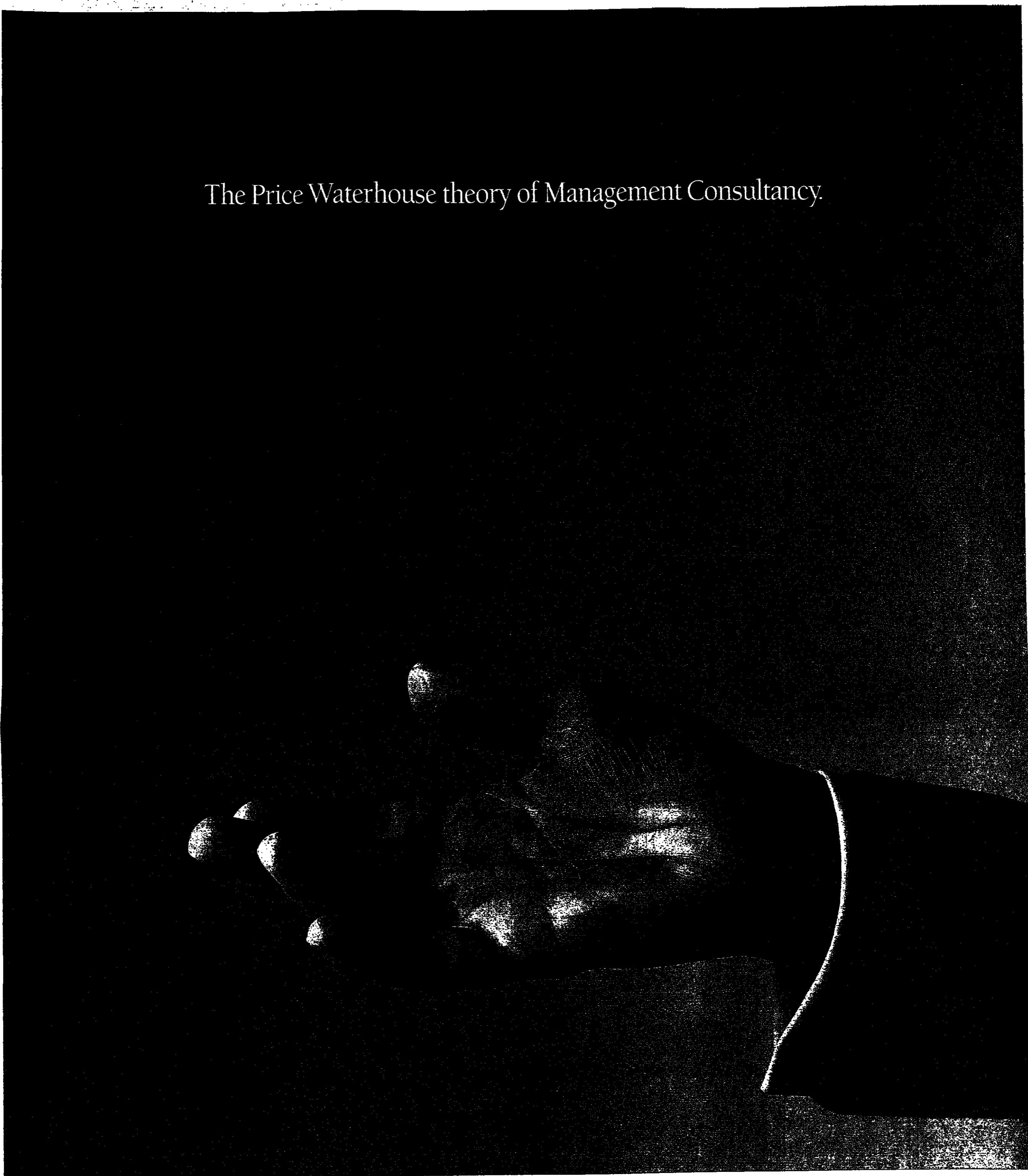
were made, and production failed to keep pace with the demand.

Mr Andre Margot, federation president, nevertheless viewed the immediate future "with some confidence."





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## Barclays Bank Base Rate.

Barclays Bank PLC and Barclays Bank Trust Company Limited announce that with effect from 8th April 1986 their Base Rate was decreased from 11½% to 11%.

 BARCLAYS

Reg. Office: 54 Lombard St., EC3P 3AH. Reg. No. 1026167 and 920880.

**TSB**  
BANK

With effect from the close of business on Tuesday, 8th April 1986 and until further notice, TSB Base Rate is decreased from 11.50% p.a. to 11.00% p.a.

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Yorkshire Bank announces that with effect from close of business on TUESDAY 8th April 1986

Base Rate is reduced from

11½% to 11%

All facilities (including regulated consumer credit agreements) with a rate of interest linked to Yorkshire Bank Base Rate will be varied accordingly.

 Yorkshire Bank

Head Office  
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### Legal Notices

#### GEAROSE LIMITED

NOTICE IS HEREBY GIVEN pursuant to Section 588 of the Companies Act, 1985, that a Meeting of the creditors of the above-named Company will be held at the offices of Leonard Curtis & Co., 3rd Floor, 38 Bishopsgate, London EC2N 4DE, on Thursday the 12th day of April, 1986 at 12.00 o'clock midday, for the purposes provided for in Sections 588 and 589.

Dated the 1st day of April, 1986.  
S. MATHEOU,  
Director.

#### SHIRE WHOLEFOODS LIMITED

Formerly Cheshire Wholefoods (Wholesale) Limited

NOTICE IS HEREBY GIVEN pursuant to Section 588 of the Companies Act, 1985, that a Meeting of the Creditors of Shire Wholefoods Limited, 100 Wood Street, London EC2P 2AJ, will be held at the offices of Leonard, Curtis and Partners, 3rd Floor, Peter House, Oxford Terrace, (2nd Floor), London W2 6LF, on Thursday the 12th day of April, 1986 at 12.00 o'clock noon, for the purposes provided for in Section 588 and 589.

Dated the 2nd day of April 1986.  
C. M. QUARTERMAINE,  
Director.

## The Royal Bank of Scotland plc Base Rate

The Royal Bank of Scotland announces that with effect from close of business on 8 April 1986 its Base Rate for advances will be reduced from 11½% to 11% per annum.

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**Clydesdale Bank PLC**

## BASE RATE

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**Coutts & Co.**  
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NatWest announces that with effect from Tuesday, 8th April, 1986, its Base Rate is decreased from 11.50% to 11.00% per annum.

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### Deposit Account

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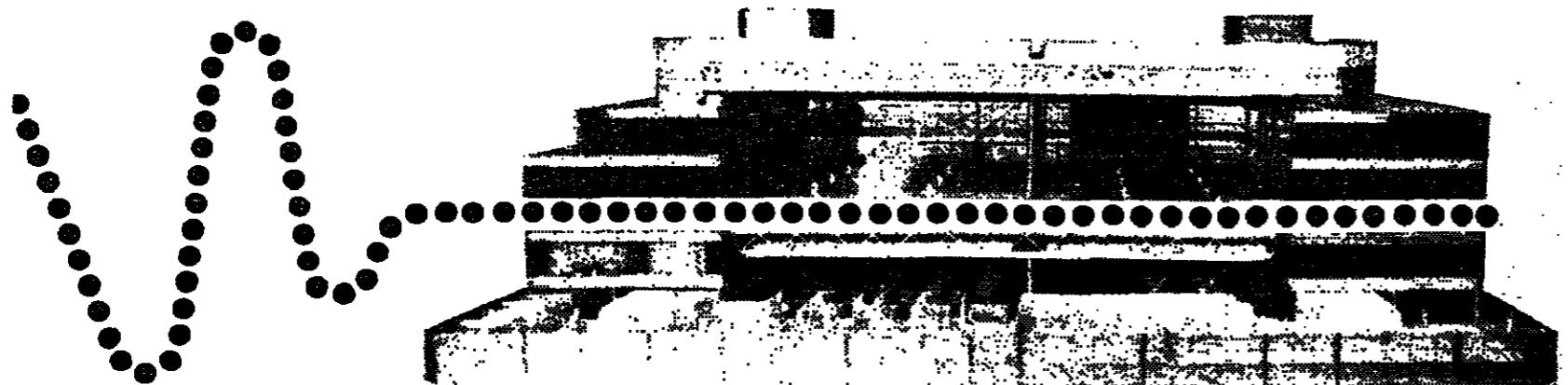
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## THE MANAGEMENT PAGE

Jane Rippeteau looks at the impact of automated architecture

# The intelligent office building is born



Victoria Plaza, London, where Salomon Brothers is fitting out a new trading room

JOHN TISHMAN realised it was time to take his own advice.

As chairman of Tishman Realty and Construction in New York, one of the US's top builders with some \$2.5bn worth of construction under management, Tishman has helped clients build "smart" offices wired up to automate everything from air conditioning to elevators. The spotlight now is on extending such intelligence to telecommunications systems and Tishman decided that such a leap was in order for his own business.

Direct voice and data links are now in place from Tishman's New York headquarters to construction trailers on site at projects across town or across the country and, in some cases, to the desks of clients. The entire system cost \$2m.

"Clients come in all the time with changes and they want to know how much they will cost," says one of Tishman's deputies. "We can take a terminal into a meeting, hook it into a telephone and get feedback right there and then."

Daily—rather than monthly—

cost reports are now routine, making possible up-to-the-minute checks of costs against estimates as well as historical costs. Movement of materials can be fine-tuned. Tishman's vice-president, Mark Bonner, says: "In Manhattan, where a building site is not much bigger than the building itself, you have to keep constant track" of orchestrating delivery of materials to site only as far as they are needed.

Tishman believes that the extent of its systems is unusual in the construction industry. Many companies, indeed, may be unwilling to invest in such technology unless they can see clear cost benefits.

American Express, the huge travel services firm that also includes stockbrokers Shearson Lehman Brothers, made such an

analysis in planning its new state-of-the-art corporate headquarters in New York's World Financial Center.

The nature of the company's businesses requires employees to move offices frequently, says Mino Akhtar, director of advanced technology.

In conventional buildings such relocations can be costly and time-consuming, particularly if work areas have to be rewired to accommodate a computer terminal or relocate a telephone line. This can sometimes involve drilling through concrete slab floors.

In the company's present quarters, "sometimes somebody moved or got a new terminal, it cost us \$2,000," says Akhtar. In some parts of the business, 25 per cent of the employees relocate every year.

The cost of the new system, which the company will not reveal, will be recouped by savings over three-and-a-half years, according to Akhtar.

The ability to move people around cheaply and alter telecommunications services at the workstation is a big attraction for financial services firms in particular. In a dealing room, for instance, "people are con-

stantly creating new products, requiring them to be near different people," says a telecommunications manager at a City firm about to move to new pre-wired premises. If every workstation is wired, adds a competitor, "you don't have to rewir because all the changes are programmed remotely."

We're in a high-growth environment and have to be able to change configuration fast."

Other cost incentives may be less obvious. Hotels have leapt aboard the bandwagon of running internal telephone systems because they may be able to make money on the difference between the bulk rate they are charged by the local utility and the higher per-call rate guests now expect to have to pay, says James Llamas, vice president of Reliance Development, a New York-based property company.

Deciding in advance the extent of telecommunications wiring a building will have is not always desirable, however. It seems to work best when a single owner or tenant is involved, and particularly when

OCTOBER'S "Big Bang" in London that will end fixed commissions and eliminate the split between brokers and market makers will accelerate the City's internationalisation and increase competition. City companies are therefore keen to use the latest in advanced data and voice communications.

Brokers that do not already have updated technology are assembling for office space where they can set up "smart" premises in the hope of retaining a competitive edge.

Shearson Lehman, Security Pacific and Haare Gottsch are working on a system that will be pre-wired into their offices being built at Broadgate, near Liverpool Street station. Salomon Brothers is fitting out a new trading room at Victoria Plaza, and Mercury International is mapping out 450 high-tech trading postions at One Finsbury Square.

Much of what the specific systems will consist of is yet to be decided. Upgraded, multi-function telephone systems are a big part. Mercury International, for instance, is planning a direct

phone cable link between the two buildings it will occupy, and also a satellite link to New York tailored to the time of day when price is needed.

Details of data systems are harder to discover. Says one telecommunications manager: "We don't want the opposition to know what we are doing. It may be extremely useful to them ... or they may die laughing."

The crux of the problem on the trading floor is similar for all players, though. One example offers a glimpse of the way sophisticated data communications can pay off.

General Motors is offering a service of information available than any single dealer needs or can cope with on his or her desk, explains Victor Strauss, director of group finance at GM Technology, a New York and London data communications firm specialising

## Brokers seek smart premises

in financial services companies. Yet everybody needs some of that information at their fingertips at least some of the time.

The trend, then, is to supply each dealer desk with just a few screens, but ones that are multi-purpose. Market data arriving from Reuters or another information source is switched into a network that any dealer could tap and call up on his screen. This would replace a terminal dedicated solely to Reuters. On another screen, a user could call up competing data or query the company's own computer. Yet another terminal might serve a person's computer allowing dealers to figure out their best bid and positions to perform other functions.

The arrangement, notes Strauss, a former trader himself, is defensive. "You don't make more money because you've got electronic information. But if you don't have it, you are exposed to somebody who does; you are buying sterling for 15 seconds longer than the other guy, and then you find out why he's selling."

## Where to get a designer satellite

WHAT DOES a big time New York architectural firm have in common with a giant international computer maker?

The answer is that they both want the job of planning your next automated office.

In New York, Swank Hayden Connell Architects has catapulted itself into the top ranks of architectural firms largely through an interior design specialisation that includes layouts and planning for the "office of the future."

Arriving from a different vantage point is Honeywell. Having recently launched a new corporate unit for the purpose, it is advertising that it can answer all queries about what electronics to wire in where and supply much of the hardware as well.

Swank Hayden and Honeywell are among dozens of competitors anxious to tap into a nice gap in the traditional function of supplying office space. The gap stems from an insecurity many corporate clients feel over what they need in terms of office automation and how to go about planning for it. "They're all going at it a bit cautiously," says Frederick Rehkopf of Lehrer/McGovern

International which, he says, is supplying construction management services to Salomon Brothers as well as to a development at London Bridge where Citicorp will have offices.

Swank Hayden, which is involved in planning the new UK headquarters for Shearson Lehman American Express at Broadgate, a multi-building development in

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## Training managers to handle an unpredictable future

William Dullforce on a radical approach to executive education

HOW DO you train managers to make the best of an unpredictable future? The answer, the International Management Institute in Geneva, has concluded, is to develop a radical "integrative" approach to management training.

IMI celebrates its 40th birthday this year, when it will be taken over by a young director, Professor Juan Rada. In late 1984 it asked a commission drawn from its foundation board and larger corporate clients to advise it on how to meet the challenges to management education during the rest of the century.

One immediate challenge is the current excess capacity on courses offering MBA degrees. Business schools face growing competition from in-company and ad hoc training schemes and from seminars whose themes often cover management functions.

The commission's report, published by IMI in abbreviated form, not surprisingly finds that many training practices are obsolete or inadequate. Less predictably the commission decided that the pace of developments affecting multinational companies was accelerating so fast that the crucial management skills which managers will have to cope with simply will not be predictable.

Rada cites many factors contributing to this acceleration. They include the convergence of technologies, which were unrelated in the past, in such areas as information technology, biogenetics, and new composite materials. Product cycles are shortening.

The globalisation of business generates swifter worldwide chain reactions. Modern telecommunications allow services to be transported on a massive scale. The combination of technical advances and deregulation of financial markets is creating a different environment for top

managers in decision taking. The conventional case studies widespread in management training are no longer adequate, Rada claims. They reflect past experience, do not necessarily match the needs to identify problems because they are based on data selected by the case writer and, while they give a limited range for decision making, they do not provide the broader context to which managers have to respond in reality.

Current methods underrate creativity and are sometimes too technocratic to stimulate innovative thinking, the commission finds. It admits that it remains to be seen whether the entrepreneurial instinct or creative drive can be learned.

Perhaps because IMI does not wish to place all its cards on the table for competing institutions to read, it is not very explicit about the remedies it proposes to apply in its own house.

One new tool already under development is its information files, alternatively described as diagnostic packages, which will serve as a basis for the more integrated teaching IMI will attempt. The files cover three levels—the company, its operating sector, and the broader environment—among which disciplines such as strategy, marketing, finance and accounting have to function.

IMI is investing in new research facilities and communication equipment in the belief that training may in future involve more frequent movement for students between the workplace and the institute.

Its programme is extremely ambitious—to combine "functional depth" and "managerial breadth"; to produce managers with "an in-built early-warning system" or "intuitive discomfort"; to implement "the art and courage to manage". But IMI's 60 corporate stakeholders appear to be ready to let Rada chance his arm.

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## THE ARTS

Television/Christopher Dunkley

## International accent on rhubarb in Venice



A.D. — Anno Domini: "Mutton sto with 'ers and wine"

If a programme has lots of scenes shot in Venice, a mixture of English and American accents, and the production credits take more than four minutes to go past no matter how fast they run the roller, it is odds on that the primary motive behind the programme was not a deep desire to tell a story, but a deep desire to make some money. That is as close as I can get to a rule for the increasing number of "multinational" programmes that we see on our screens. Even then "primary" is a bit of a weasel word: Shakespeare and Mozart seem to have worked primarily for money.

Money alone would probably not have brought about the changes that we are seeing in programme production; they stem also from changes in television technology and in the administrative structure of broadcasting. Yet it is surely also all, the question of costs which is ensuring that more and more programmes have international casts and international financing. Obviously the bone is that they will also have international appeal.

A lot of producers are finding that the only way they can afford star names, exotic locations, and high production values generally, is to set up international co-productions, or at least raise money in advance from several different countries, which may not be quite the same thing, as the BBC would certainly claim for *Origins*, for instance.

*Origins* was the two-hour programme in which Jonathan Miller endeavoured to explain the meaning of everything (though for me, a convinced agnostic, he succeeded mainly in raising the question: who lit the blue touch paper to let off the Big Bang). I watched *Origins* without consulting the publicity material and wondered why it had been made as an indigestible two-hour slab instead of a more easily assimilated series of half-hour programmes, and why we bopped about to quite so many places

for quite such brief sequences — a snatch of conversation with a Japanese professor on a balcony comes to mind. The publicity material reveals all: "The programme is one of the BBC's most ambitious co-productions, yet in cash terms it cost the BBC nothing... the cash in our budget was more than covered by contributions from co-producers... The production was organised so that the specific needs of different broadcasters and their audiences could be met without compromising the BBC version."

Ham. It may be that all that continent-hopping would have occurred even if American, German, Italian, Japanese, Dutch, Swedish and Finnish co-producers were not involved. I wonder. But you might argue anyway that a touch of Japanese or Swedish interest is a cheap price for British audiences to appeal.

But that is true of pitifully few of the other international programmes now regularly reaching our screens. *Deceptions* recently took Stephanie Powers not merely to Venice but to Venice in carnival time. Accents were mixed, credits were numerous, standards were mediocre.

Last night saw the start of *Marcos Polo* on Channel 4, an eight-part costume drama with episode one set naturally in Venice. *TV Times* describes it as an "American mini-series". C4's own publicity calls it "a spectacular multinational drama series". Actors in the opening episode included such utterly British figures as Donald Elliott (in a topknot as Niccolo Polo), David Warner in a scraggly beard, and Patrick Mower as a nasty Jesuit. The production company is actually RAI—Italy's state broadcasting company.

That great tradition of Biblical blockbusters with fabulously explanatory titles (*Moses The Lawgiver*, avoiding confusion presumably with *Moses The Traffic Warden*, and *Jesus of Nazareth* to distinguish him from *Jesus of Neasden*) we are currently enjoying AD—Anno Domini (as distinct from AD—Awfully Dull) and here we had Mary drooling about her son's favourite dish: "Mutton sto with 'ers and a little wine." If delivered within a context of all-American accents that might not be too jarring, but when you have the Home Counties English of James Mason in the role of Tiberius, it does pull you up short. The huge budget behind this multi-national production—\$20m it is said—brought wonderful location pictures, but unfortunately the story, which is rather a good one, has been ruined.

Yet the outlook for international co-productions is not entirely gloomy. The Americans may yet save the day. Traditionally, American programmes have been made by independent production companies and sold to one of the

big three networks: ABC, CBS and NBC. For US producers American audiences have been the only consideration—though the widely disparate origins of America's immigrant population have ensured that most programmes popular throughout the US also prove popular in those straight out of Kodak.

Now, thanks to satellite and cable, new forces are emerging. Home Box Office, for instance, and Turner Broadcasting, whose audiences do not match those of the Big Three. They are interested in the quality of the creative input available from Europe and—thanks to the common language—especially from Britain. The result can be a turning of the tables: instead of *I Love Lucy* being made expressly for the American market and the rest of the world taking it in American terms, the new companies are willing to put money into programmes which are made, largely, on British terms though they will also be shown in such occasions.

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hung suspended in the air; and when she has more, as in the long lines of Mahler's *Ruckert Lieder*, she can spin the sounds together with effortless musicality.

With phrases such as these her handling of tone colour and words is wholly scrupulous. (In this, if little else, one is reminded of another conscientious soprano, Margaret Price). But there are times when all this accomplishment is not enough: an opening Mozart group lacked bite and there was a tendency for too many songs to sound like their neighbours. The humorous items, whether by Mozart, Schubert or Mahler, quite failed to raise a smile.

The last Spanish group touched in a few more colours. Even here there was lacking—the vengeful "Palo" of Falla hardly bared its teeth—but the dusky, sonorous tang of Rozario's low notes is heard to good effect in this repertoire and her pianist, Mark Troop, gave her well-balanced support. The tiny lullaby "Nana" was pure vocal magic and she must certainly sing it again next time.

## Starker/St John's, Smith Square

Dominic Gill

Of all cellists, after Casals,

it was the American-Hungarian Janos Starker who made the deepest impression on me during my first explorations of the world of records in the early 1950s—and I still listen to his early recordings of the Bach Suites, rich, raw and lyrical, with unfaded pleasure.

He played no Bach at his short BBC lunchtime recital on Monday, but his programme was nonetheless a familiar selection: it was one of Starker's records which introduced me to the Debussy sonatas—the bloom and elegance of the sonority, and the easy roundness of the phrasing are still as instantly engaging as they ever were.

He made something unexpectedly dark and ruminative out of Bartok's Rhapsody No 1 (the original Rhapsodies are both for violin and piano, but Bartok later made a version of the first for cello)—cast with shadows, muted colours, lit only occasionally with delicate tongues of fire. His pianist was the Frenchman Alain Planes, who joined with him exuberantly in Beethoven's third cello sonata in A major: fine, broadly expansive account in which Starker exploited (but subtly, without ostentation) the whole range of his orchestral palette from the gravely sonorous to the brightly, whimsically eloquent.

## Relatively Speaking/Greenwich

Anthony Curtis

Some plays simply demand to be revived, they have so much theatrical energy stored up in them. One such is *Ayckbourn's Relatively Speaking*, now 20 years on from the days when the likes of Michael Hordern and Celia Johnson delighted themselves through it in the West End. It has been places since then, with productions all over the world, Prague, Belgrade and so on, triumphantly surmounting the language barrier; now it has come home to roost at Greenwich.

South African born Mr Lan's best known play is *Sergeant Old and His Followers*, produced at the Royal Court in 1979. Numerous ideas need disciplining, though the Jewish perspective on the agonies of Africa could be fascinating. The final scene shows Mike and his wife preparing to leave the new Harbour for Cape Town. Lily remains, redeeming that early betrayal in Lithuania. The play ends as it began, with the Passover, and Isaac intones the prayer "In the year to come may we be free."

The failure to knit together the play's strands is disguised by fine performances. Joe Melia's genial patriarch, can show anger behind the amability, hardness in the eyes. Geraldine Fitzgerald as the daughter-in-law would make a marvellous Natasha in *The Three Sisters*: domineering, fussy, insecure but oddly forgiving. And Gillie, right with intensity as the young wife tortured by inchoate conscience, and Gillian Barge, touching as Lily, stand out.

At any moment the audience feels that the tiniest puff of common sense will blow away the whole house of cards, but each of the four characters is so intent on assigning to the others the false roles which their private obsession has assigned them, that this never happens. Instead the misunderstandings multiply in brilliant passages of self-perpetuation. The accompanying laughter throughout was appreciative of the author's untiring subtleties in exploiting so slender a premise. Indeed, the whole evening was thoroughly enjoyable.



Relatively speaking: Gwen Watford and Michael Aldridge

The Royal Shakespeare Company opens its 1986 Stratford season not at its main theatre but in *The Other Place*, the (in many senses) glorified out-building where unseasonable rain and wind provided an incongruous descant to David Lan's study of three generations of a Jewish family in southern Africa.

We meet the Levines at Passover in 1952. Despite the setting of Salisbury, Rhodesia, we are in Wesker territory. The warm-hearted humour of shrugging self-deprecation is epitomised by Joe Melia's philosophical ease, a brilliant book-keeper whose easy indifference to material success rises both Hannah (Dinah Stabb) and their son Mike (Nicholas Woodeson).

The years pass to the sound of Eve Boswell and Rosemary Clooney; the familiar reaction of son against father sets in. Mike prospers with his own chain of jewellery shops. Hannah dislikes her bossily acquisitive daughter-in-law. Radical Aunt Lily bitterly regrets the past and sees the ghost of Gideon, the heroic activist who should have escaped from Lithuania in 1930 on Lily's ticket. For a terrible bond of family that kept her with her sister and brother-in-law. The same bond later forces her to renounce plans for a black school in order to help the family business out of criminal proceedings.



Nicholas Woodeson and Joe Melia in "Flight"

So far the play has touched on such engraving issues as the opposition of one generation to its predecessor, the demands of blood ties and, above all, the great paradox of Jewishness: the geographical rootlessness and the unwavering solid cultural foundation.

Music/Monday. Opera and Ballet/Tuesday. Theatre/Wednesday. Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

April 4-10

## Arts Guide

## Theatre

NEW YORK

*Cats* (Winter Garden): Still a sellout, Trevor Nunn's production of T.S. Eliot's children's poetry set to tenuously music is visually startling and choreographically felicitous, but classic only in the sense of a rather staid and overblown sense of theatricality. (239 0200).

*42nd Street* (Majestic): An immediate rebirth of the heyday of Broadway in the 30s incorporates gags from the original film like *Shuffle Off To Buffalo* with the appropriately brash and leggy hoofing by a large chorus line. (377 9020).

*Beach Mezzanine* (46th St): The first instalment of Neil Simon's mix of memories and jokes focuses on a Depression-era Jewish household where young Eugene falls awkwardly in love with his cousin. (221 2211).

*A Chorus Line* (Shubert): The longest-running musical ever in America has not only supported Joseph Papp's Public Theater for eight years but also updated the musical genre with its backstage story in which the songs are used as auditions, rather than emotions. (239 0200).

*La Cage aux Folles* (Palace): With some tuneful Jerry Herman songs,

Harvey Fierstein's adaptation of the French film manages, barely, to capture the feel of the sweet and hilarious original through high-kicking and joyously chorus numbers. (575 2620).

*I'm Not Rapaport* (Booth): In moving to Broadway, Herb Gardner's touching, funny and invigorating play about two oldsters retains its star, Judi Dench and Cleavon Little, who almost conquer the world when they think they are just bickering with each other. (224 1100).

*By a River* (Cort): Peter Miller's music assesses this sedentary version of Huck Finn's adventures down the Mississippi, which walked off with many 1985 Tony awards almost by default. (246 0220).

*Philadelphia Story* (Arenas): Elinor Renfrew, who last directed Peter Nichols' *Passion Play* here, takes on the Philip Barry American classic about a headstrong debutante whose society wedding draws the press to gawk. (488 3300).

CHICAGO

*Happy Days* (Goodman): The Goodman company celebrates Samuel Beckett's 80th birthday with the playwright's bleak view of the world, interpreted by the Romanian-born director, Andrei Belgrader. Ends May 11. (443 3600).

LONDON

*Lend Me A Tenor* (Globe): Fresh and inventive operatic fare by new American author Ken Ludwig set in Cleveland, Ohio in 1934. Dennis Lehane and Ian Muneke are an energetic company in mistaken identity romp, while Verdi's Otello carries on regardless. (437 1502).

*Rowan Atkinson* (Shaftesbury): New revue starring rubber-lipped clown with a strong line in scatological satire and rude sketches, many of them reflecting British classroom tyranny. (379 0300).

*Intimate Apparel* (Queen's): Love among the diplomatic corps of Ronald Harwood has a central role for the matchless Maggie Smith representing a cross-cultural affair with Edward Fox in the shadow of a summit between The Soviet Union and Britain. Fluent direction by Peter Yates of The West End's best new play of the year. (734 1100).

*Lemon* (Astoria): A not too critical celebration of the life and music of John Lemon that is enjoyable especially for the musical resourcefulness of the cast and Mark McGann's Lemon look-and-sound-alike. (734 4207).

*We Are Married* (Whitechapel): Matchless comic playing from an all-star cast in Priestley's comic warhorse about silver wedding anniversaries undermined by an inconvenient revelation. Bill Frasier is a drunken Falstaffian photographer and the couples are led by Timothy West and Prunella Scales. The 1930 theatre has been beautifully renovated. (930 7769).

*Cafo Puccini* (Wyndham's): Puccini compilation show by Robert Kay that

deteriorates rapidly from a good idea—writers singing hits back at the maestro customer—to a routine pot-boiled biography with trying new lyrics and uneven singing. (200 0000).

*The Seagull* (Finsbury): Notably well-sung and spectacularly produced rock opera from the Nickleby and Cast team of Trevor Nunn, designer John Napier and lighting man David Hersey. Colin Wilkes superbly as Jeanne. Colin McInnes' production is smoky, tumbly, taut and well-sustained. (930 4025).

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*Les Liaisons Dangereuses* (533 0500): Noise Off (Savoy): The funniest play for years in London, now with an improved third act. Michael Blakemore's brilliant direction of back-

King in crushed velvet jumpsuit has reached this pretty pass. Explicitly, but not strictly for tourists. (838 2204).

*Les Misérables* (Palace): Notably well-sung and spectacularly produced rock opera from the Nickleby and Cast team of Trevor Nunn, designer John Napier and lighting man David Hersey. Colin Wilkes superbly as Jeanne. Colin McInnes' production is smoky, tumbly, taut and well-sustained. (930 4025).

*As You Like It* (Barbican): Much improved since last year's Stratford-upon-Avon season, Adrian Noble's jolliest Everard production now comes as a second-rate adventure where Rosalind (Juliet Stevenson) has the slyest devotion of Celia (Fiona Shaw) threatened by Orlando (Hilton McRae). A sumptuous production of *As You Like It* by Alan Rickman. The RSC Barbican repertoire also includes a fine *Orfeo* with Peter Kingsley and, in The Pit, Christopher Hampton's absolutely breath-taking, unmissable version of *Les Liaisons Dangereuses* (533 0500).

*Noise Off* (Savoy): The funniest play for years in London, now with an improved third act. Michael Blakemore's brilliant direction of back-

stage shenanigans on tour with a third-rate farce is a key factor. (838 2204).

*Stardust Express* (Apollo Victoria): Andrew Lloyd Webber's rollercoaster folly has 10 minutes of Spielberg movie magic, an exciting first half and an indiscriminately rushing second. David Aldridge and Gwen Watford, breakfasting full of doors on a fine, leisurely morning, and sniping at each other behind a camouflage of politeness across the toast-rack, we were in clearer water for the rest of the evening.

At any moment the audience feels that the tiniest puff of common sense will blow away the whole house of cards, but each of the four characters is so intent on assigning to the others the false roles which their private obsession has assigned them, that this never happens. Instead the misunderstandings multiply in brilliant passages of self-perpetuation. The accompanying laughter throughout was appreciative of the author's untiring subtleties in exploiting so slender a premise. Indeed, the whole evening was thoroughly enjoyable.

Once we had got over that however, and were in safe professional hands of Michael Aldridge and Gwen Watford, breakfasting full of doors on a fine, leisurely morning, and sniping at each other behind a camouflage of politeness across the toast-rack, we were in clearer water for the rest of the evening.

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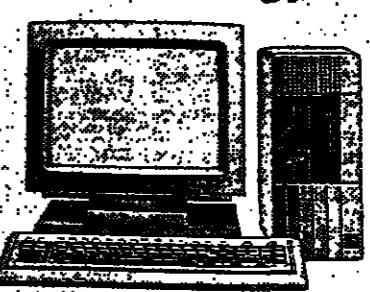
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## FINANCIAL TIMES

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Wednesday April 9 1986

## Rose-tinted summity

THE MEETING of the IMF interim committee today has an important task: to wipe away some of the complacency which seems to be the greatest danger facing the seven-power economic summit in Tokyo next month. The great merit of the IMF, despite all the criticisms often aimed at it from client countries, is that it takes a genuine world view, and is now vividly aware of the growing difficulties facing many developing countries.

This should be a valuable corrective to any reflected glow from the financial markets about prospects for growth and financial stability in the industrialised market economies represented in Tokyo.

The IMF's latest world growth forecasts, published this week, can hardly be called gloomy, but they offer a cure for euphoria. There are reminders that the fall in oil and commodity prices, which are regarded in the West as a non-inflationary growth stimulus has resulted from recessionary forces already active in the world economy. They conclude that the stimulus—which is in any event a one-shot affair—will do no more than hold the world economy on its previous growth path.

The forecasts are no improvement globally on those published at the same time last year.

### Panic

This would barely be a satisfactory picture were growth evenly spread, and the world's major economies in balance. In fact, of course, there are some very disturbing features—falling per capita incomes in many developing countries, renewed difficulties with debt for the oil producers, and in the developed world the insidious threat of the enormous US current account deficit.

Some relief on all these fronts can be expected if the summit can achieve what is one of its priority aims—a co-ordinated cut in world interest rates, but this will only buy more time to tackle the imbalance elsewhere.

The dilemma is at least straightforward. The dollar's devaluation, which has so far only restored the competitive position of about 1982, still requires to go further, and will in any case only help to correct

Fortunately, perhaps, the general disappointment at the Japanese package announced this week may help to promote growth on the summit agenda; for the Japanese make it clear that the ostensible priorities for trade and exchange rate progress cannot be isolated from the quest for a more balanced growth.

Mr James, for example, appears to have grasped this point, and is reported to be ready to press for stronger measures of economic co-ordination.

If he convinces his partners, this will be a summit of genuine achievement. If he fails, the uncertainty which is now beginning to threaten the promise of modest growth is likely to grow.

ES2 will be able to provide a fast customised service by using two techniques. First, it will use what is known as a silicon compiler—a computer software system which cuts design times dramatically, and second, electron beam lithography which permits chips to be produced by direct writing, eliminating the costly and time-consuming process of producing a mask for etching the silicon.

The target is to secure 20 per cent of the European market within five years—5 per cent of the world market for full custom chips of compiled or automated design. That would be equal to sales of about \$100m. By 1988, ES2 will be profitably on projected sales of \$25m if everything goes according to plan.

British education have been too short-lived to have been fully tested. The secondary modern schools were abandoned in the expectation that many of them go comprehensive. Instead the great majority went independent, thus increasing the private sector of education overnight.

The minimum of time needed for a system to be tried is about 15 years—from a child entering school around the age of five and coming out in late teens. That means the country should be thinking now about the pupil who will be leaving school after the year 2000.

**Standards**

It also means seeking the widest possible measure of consensus. There is no point in introducing reforms that will be chopped and changed by successive governments. Finally, it means looking at the system as a whole: from the nursery schools to the universities and polytechnics.

Oddy enough, there is probably more consensus than meets the eye. The overriding aim is to raise standards and to do so primarily within the state system. (Sir Keith left no doubt about his commitment to the central role of the state sector in his remarks to the House of Commons Select Committee yesterday.) There is also widespread agreement that it is the primary schools that matter most because if children do not take to learning young they may never take to it at all.

The disagreements are about how the aims can be achieved. Yet if the teachers' dispute can be resolved and morale restored to the profession, it should be possible to re-establish a partnership between the teachers, the parents, the local authorities and central government. The debate can then continue in a more civilised manner.

Last, there is Sir Keith's position as a minister who will not be standing at the next election. He has been in many ways an admirable secretary of state, raising the questions now so heatedly debated. There is no reason why he should not remain in office for another year or so. What would be intolerable would be repeated rumours that he is about to be replaced. Mrs Thatcher should make her intentions clear.

All that is to the good: there could be a period of respite while the teachers' dispute is resolved, then a return to normal and time to think about the future.

Time is very important. Too many of the experiments in



Mr Robert Heikes—confident that the prophets of gloom will be proved wrong.

**I**F ES2 fails, then it will be a failure for the European Community because it would mean that it was impossible to create a European company," says Mr Michael Carpenter, director general of the European Commission's Task Force which is charged with improving EEC competitiveness in the new technologies.

Nobody at European Silicon Strategies (ES2) lets the word failure pass his lips—“high risk venture” yes, but for a company born officially last December with an abundance of good omens, thoughts at the moment are concentrated on success.

Carpenter's remark, however, is a measure of the hopes being pinned on the infant prodigy. At this early stage, the hope is for nothing less than a double first: to prove that it is possible to fall interest rates will achieve the correction on their own; real interest rates, indeed, have been edging up rather than falling. Effective action to support and enlarge the Baker plan to restore growth in the developing countries would be a desirable route, but again the impact on world growth of any likely action will be marginal.

The Americans, in short, would be right to press their trade partners on the question of their own growth policies, as Mr Paul Volcker has consistently argued. The Administration's views are harder to read.

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**Respite**

Mr Patten also pointed out, however, that there is now a period of relative calm in which to take stock. The teachers' dispute has been referred to Acas, the advisory, conciliation and arbitration service, which is due to report on teachers' pay and conditions around the end of the summer term. Sir Keith Joseph, the Education Secretary, has recently shown a fresh determination that the new General Certificate of Secondary Education examination will go ahead in 1988, which means that the teaching for it will have to begin in autumn this year.

Moreover, some of the Government's more radical ideas for reform—such as the introduction of a voucher system to allow parents to choose their children's school, or the re-introduction of direct grant schools—seem unlikely to be launched before the next Conservative Party election manifesto.

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## INDUSTRIAL CO-OPERATION

# A Eurocompany takes wing

Hazel Duffy charts the birth of a new challenger in the world semi-conductor market



Mr Rob Wilmot—remembers sleepless nights finding investors last year.



director of Advent, explains: "I was impressed by the very real strength of the team. So often in start-up businesses one sees middle management people who are dissatisfied, but these were people who had performed very well."

With the start-up capital pledged, the next step was to seek corporate sponsors and sound out the financial institutions and banks. Heikes claims credit, but modestly for the corporate sponsor idea as a means of securing investors and customers. He and his colleagues spent many hours talking to senior people in the top European computer, telecommunications and electronics companies.

The responses differed widely, despite overall dissatisfaction with the poor service that the companies were getting from the commodity chip producers, a view borne out by the remark of one company which decided to back ES2. "We'd be asking for a few thousand chips and they didn't hear us."

Olivetti was one which decided to sign up within 24 hours of being approached. But it took five months simply to fix up a meeting with a West German company and when it took place, nothing materialised. Wilmot and his colleagues were not surprised by this response.

"The last thing to do is develop the attitude that, because this is a European project, companies which don't invest in us are daft. One has to be tolerant and understand who you are working with, and German companies are cautious."

The target was four to six corporate sponsors. They finally got seven. Olivetti, Philips and Siemens have seats on the ES2 board, representing all the sponsors, and they all sit on the strategy planning committee to decide quarterly under a rotating chair (currently Phillips), along with Grand-Clement, the ES2 managing director, Bernard Pruniaux, managing director of the silicon division, David Cooksey, managing director of the software division, and John Gray, manager of the software division.

About a third of the companies approached agreed to sign up. Those that did not had a number of reasons for refusing: the investment required (minimum \$2.5m) was too large; doubts whether the electron beam technology can be implemented as quickly as ES2 management says (dismissed by Grand-Clement, who has been using it for years); and plans of their own to design and produce chips in-house.

ES2, not surprisingly, has already given rise to voices in the industry who are pessimistic about its prospects. If the technology works—essential for ES2 to get the fast turnaround which is the cornerstone of its service philosophy—other companies will come in to compete, say the sceptics.

Texas Instruments is already planning to do so this year, some say, and that would force down the premium charges on which ES2's profit forecasts are based. They also have doubts whether ES2 will be able to overcome European customers' traditionally nationalistic preferences.

Heikes is confident that the prophets of gloom will be proved wrong. ES2's plans are to stick firmly to the niche in the market which it has identified. The prediction is that there will be co-operation rather than competition with the big semiconductor manufacturers, to whom ES2 would pass any profit. One has to be tolerant and understand who you are working with, and German companies are cautious."

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"I know from my Motorola days that prototypes are a pain in the neck," says Grand-Clement. "They recognise that we are in a different business."

None of these considerations was discussed by the banks and financial institutions approached last year. "ES2 approached a 'militant' European," says Grand-Clement, "a company which is not centralised, is multinational like IBM which is centralised, and is European, not a British or French company. What ES2's lawyers and accountants have done is to set up companies in nine countries and incorporate in Luxembourg (all the financing was done in Luxembourg francs and ES2 is quoted on the tiny Luxembourg bourse). It was a costly route, with fees amounting to several hundred thousand dollars, but given the determination and the money, it can evidently be done."

More important to Heikes, Wilmot, Grand-Clement, Lesieur, and the executive management is the fact that they have created an almost truly European vehicle—seven nationalities are represented on the main board—which might increase the competitiveness of its European customers by offering them a better service than they have had hitherto.

They do not pretend that this might be Europe's answer to the semi-conductor problem, but that is not what they set out to do. If they can prove that Europe can be treated as a single market, and make money out of the process, they will be happy.

"We haven't set ES2 up as a European company because we are ideologically European," says Wilmot. "But because it is strategic to view Europe as the market."

Heikes, the managing director, says: "We saw as a semiconductor company at a time when commodity chips were a bad scene," says Heikes, "although in fact what we are doing is

to develop a complementary retail chain in Europe. When we started, we were untried with our first venture, called Sounds FX, launched last summer.

Both Hornby and Nesbitt say they admire classical music—Nesbitt preferring Ravel and Delius and Hornby Mozart. But, in reality, Nesbitt is a secret blues fan, while Hornby admits to listening to "Gershwin and Cole Porter."

**Shake out**

They can sleep a little easier in Egypt's Nile valley. A US Government-funded study into the earthquake dangers to the massive Aswan High Dam has found that the risks are minimal.

The study, which cost \$4.4m, was commissioned after an earthquake, measuring 5.2 on the Richter scale, occurred near the dam in 1981. There were reports at the time of cracks appearing in the dam wall, 800 metres wide at the base, which holds back one of the largest man-made lakes in the world.

If the dam were breached, it would cause a disaster of almost unimaginable proportions. Most of Egypt's 45m people live in the Nile valley and delta.

But US consultants, Woodward-Clyde, say that the dam could withstand an earthquake measuring 7 on the Richter scale even if the epicentre was on the Kalashua fault, some 44 kilometres away. The probability of such a tremor, according to one estimate, is about one in 500,000.

The dam was completed 20 years ago with Soviet assistance. Its turbines, recently refurbished with the help of USAID at a cost of some \$100m, provide about half of Egypt's electricity.

Two years ago, Nesbitt brought Our Price to market with a spectacular debut—but

the company has since suffered a decline in sales.

Heikes, together with friend Michael Isaacs, who worked in the meat trade, started Our Price to meet the market gap that the major record retailers such as Smith's and Woolworth had failed to identify, let alone capture.

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## The Fulham by-election

## The race for second place

By John Hunt

AS THE crucial by-election in Fulham, West London, entered its final stages yesterday, Mr Richard Liddle, the Liberal victor at Brecon and Radnor last year, and Mr Michael Hancock, who won Portsmouth South for the Social Democrats in 1984, were chosen to appear at the daily SDP/Liberal Alliance press conference.

But, despite this valiant attempt to re-capture the spirit of past election triumphs, it seems extremely unlikely that Fulham will prove to be another of those "famous victories" for the Alliance, when the votes are counted tomorrow night.

All the public opinion polls held in the constituency put Labour well ahead with the Conservatives lying second and the Alliance a poor third.

The signs are that Mr Neil Kinnock, the Labour Party leader, will get the victory he so badly needs to strengthen his hand in the struggle to rid his party of the extreme left-wing Militant Tendency and to re-establish its credibility for the next general election.

Equally at stake is the credibility of the other two major contenders. Even if it does not win the seat, the Alliance has to do well in order to show that it is a major political force capable of gaining enough seats to hold at least the balance of power in a hung parliament after the general election.

The chances are that the Social Democrats, who are contesting the seat for the Alliance, will, on the fifth anniversary of the formation of the new party after the break with Labour, achieve this objective.

SDP analysts are pinning their faith on the large number of undecided voters in this constituency, which was formerly a Labour stronghold but was captured for the Tories in 1979 by the late Martin Stevens and held by him at the 1983 general election with a majority of 4,789.

The "undecideds" were as high as 40 per cent at the start of the campaign, dwindling to 25 per cent at the beginning of this week. In past by-elections, this group has swung heavily to the Alliance in the final days and there were signs yesterday that this is happening again.

The SDP said that its late canvass on Monday night showed the number of un-

decided voters dwindling rapidly and that two-thirds of them were coming across to the Alliance.

Democratic strategists believe this could give a surprise result such as would chance that they might just overtake Labour to win the seat at the last minute.

A more plausible outcome, however, would be for the SDP to come second and force the Tories into third place—a result which would be a bitter humiliation for Mrs Margaret Thatcher.

There may have been a significant slice of the electorate which has not been reached by the public opinion polls.

The imponderable factor is what has become known as the "Underground folk"—mostly junior executives and white-collar workers who are away from the constituency during the day but return via the tube lines in mid-evening.

This would include the "Yuppies," the large number of young, upwardly mobile

newcomers to the constituency on whom the SDP pins so much of its hopes.

The difficulty for the Alliance is that it started from such a low base of support, having inherited the seat from the Liberals who came third with only 18.3 per cent of the vote in the 1983 general election.

Nevertheless, Mr Roy Jenkins, founding father of the Social Democrats, points out that two days before the Alliance triumph at Brecon and Radnor the poll put the Liberals 18 points behind Labour and three days before the victory at Portsmouth South the polls were putting the SDP in third place with only 25 per cent of the vote.

A narrow SDP victory—unlike as it is—would be disastrous for Labour and the Tories. Mr Kinnock has been speaking as if victory is already in the bag and pointing out that this confirms Labour as a strong and democratic socialist party—i.e., one that has ditched the extremists and can present an

acceptable face to win the next general election.

As at Brecon, Labour has mounted a formidable campaign. The most surprising feature has been the ease with which it has brushed aside the embarrassment of the activities of Militant. Even the botched attempt to expel 12 leading Militants in the middle of the campaign hardly caused a ripple. The attempt of the Tories and the Alliance to mount a "red scare" seems to have failed miserably in Fulham.

It was noticeable, however, that Mr Nick Raynsford, Labour's moderate candidate, failed to win when the press played a cruel April Fool's joke by telling him that Mr Derek Hatton, deputy leader of Liverpool city council and a leading supporter of Militant, was arriving to campaign for him.

Mr Raynsford, an impressive candidate, is the only contender who elicits positive enthusiasm from the electorate. People will stop him in the street, slap him

on the back, and say: "We must get her out."

The high level of unemployment in the constituency, 15 per cent, the threat of hospital cuts and poor housing have strongly benefited Labour.

To capitalise on this Labour has been making election promises with almost reckless abandon. A succession of shadow Cabinet ministers have appeared to announce initiatives which, if totalled up, could cost billions of pounds in public funds.

But the Budget, with 1p of income tax, failed to impress alarmists mostly from international factors outside the EEC; our trading partners are not harmed by surplus dumping on world markets; and there is a cast-iron assurance that stocks, once sold off, are not rapidly going to return again to their present levels.

Turning to market policy, the Commission's purpose is to maintain a restrictive price policy together with related measures to limit overproduction. Such measures take the form either of a market price depressant (eg tight quality controls on cereals going into intervention) or of quota and/or levy systems (eg in sugar and milk sectors).

Although this approach has been successful for some sectors (eg with 1p in EEC milk production of over 4 per cent last year), it does not resolve the triangular dilemma. Average EEC farm incomes took a drastic knock, falling some 6 per cent in real terms in 1985.

Success will only come if an overall approach to land use is taken by the Commission, bringing market and structural policies closer together.

To retain a healthy rural economy in Britain and the rest of Europe, wideranging structural measures are urgently needed to cope with the problems of falling incomes in all member states in order to avoid a further substantial rural exodus. They are also essential to serve as a means of controlling future stock levels.

It is profound weakness that embryonic strategy is gradually unfolding before our eyes with a three-pronged attack being launched by the formidable team of Dr David Owen, SDP leader, Mrs Shirley Williams and Roy Jenkins. Mr Jenkins in particular has been enjoying himself immensely and bringing a rare quality of energy, wit and conviction to the battlefield.

After Fulham, the Government faces imminent by-elections in Rydale, North Yorkshire, and in Derbyshire West, two Tory-held seats in the North of England.

## EEC farming policy

## The CAP must be more market-oriented

By James Elles

RECENT RUMOURS that the European Commission is to propose a supplementary budget for extra CAP financing for 1986 brings the problem of agricultural spending bounding back into prominence. Many had hoped that this issue would be kept safely under wraps through an increase in own resources from January 1986 to 14.2 per cent VAT coupled with a "guideline" on budgetary discipline.

The immediate cause for alarm comes mostly from international factors outside the EEC; our trading partners are not harmed by surplus dumping on world markets; and there is a cast-iron assurance that stocks, once sold off, are not rapidly going to return again to their present levels.

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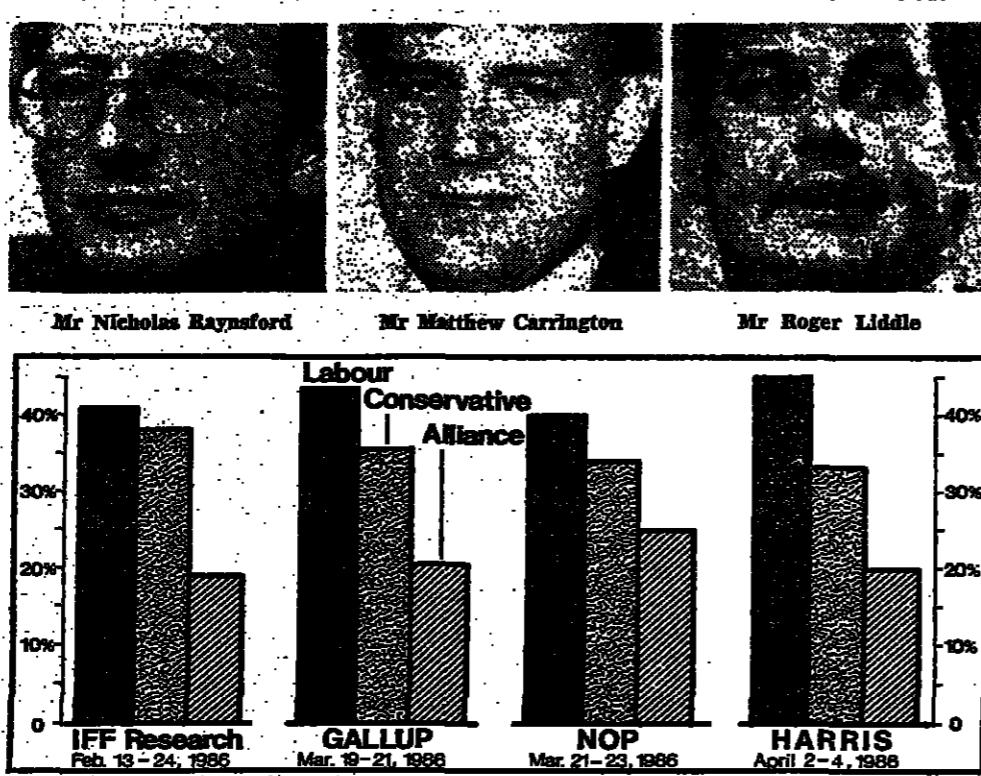
To retain a healthy rural economy in Britain and the rest of Europe, wideranging structural measures are urgently needed to cope with the problems of falling incomes in all member states in order to avoid a further substantial rural exodus. They are also essential to serve as a means of controlling future stock levels.

We should aim in the next decade to change that balance, taking care that the current balance of agricultural funding between Community and its member states (about 50:50) does not shift too far towards greater national financing. National aids can only provide temporary relief, not a permanent solution.

The main objective in the future evolution of the CAP should be to ensure that the policy continues to become more market-oriented with structural measures playing a full role in helping farmers' incomes, particularly the smaller ones, as well as bringing a healthier balance between agriculture and the environment.

The author is Conservative MEP for Oxford and Buckinghamshire.

## THE CANDIDATES AND THE POLLS



## Challenges to management

From Mr J. Redwood

Sir—George's letter to Rodney (Lombard, April 7) is, I trust, nothing more than a spoof from the graveyard of moribund attitudes and values.

If managers regard labour as "a factor" as "a commodity like anything else" it will not be surprising if they encounter industrial relations trouble. The iron law of the market place does indeed apply to us all for most of the time, but not to the exclusion of human values and human problems which pose one of the most important management challenges.

I am sure Mr Prowse, who seems to be acquainted with rather old fashioned friends, would be the first to admit that George's attitudes might take his company rapidly towards strike and bankruptcy. Profit shares and share incentives, on the other hand, offer a positive way of motivating and retaining people in volatile markets. John Redwood.

505 Queen's Quay,  
Upper Thames Street, EC4.

## Part of the assets

From Mr A. Harper

Sir—Michael Prowse's friend George (Unpopular capitalism, April 17) is the sort of chap who might bring capitalism into disrepute.

Apart from airing the fallacy that labour is a cost of production, he misses entirely the motivational aspects of sharing jointly-produced rewards of business endeavour. Stockbroking, surely right at the heart of the capitalist system, has long recognised the power of bonuses and profit-sharing and uses both, despite lack of tax incentives.

The employed workforce of a business is just as much part of the assets of the firm as plant and machinery. Against this view, it is only reasonable to so structure remuneration levels that they directly respond to variable profitability.

Arnold J. Harper.

31, Russell Rd, SW19.

## BT final call

From Mr R. Jarvis

Sir—Payment for the final call on any British Telecom holding was posted by 1st class mail on March 31, but 7 days later I still had no acknowledgement nor had my cheque been cleared. Continuous telephone ringing of the two numbers given for shortholder enquiries failed to get through, but after two attempts I managed to get the local operator to reply, but she also failed to get through.

## Letters to the Editor

scheme without the sanction of the new administration after the hustings on May 8.

Neil Rennie,  
10 Kings Road, SW19.

## Manufacturing industry

From Mr B. Hill

Sir—While agreeing with most of what Sir John Harvey-Jones had to say in his Dimbleby lecture (April 4) about the importance of manufacturing industry, I see nothing on the horizon that will change the position. For 99 per cent of the employees in industry, it offers neither fun, security nor above-average reward.

The conversation went like this: "I can't deal with share queries, but I will get them to ring you if you give me your name and number." Given. And "I have had no response to sending my cheque a week ago!" "Oh, a lot of people are saying that!"

In other words, the CEGB's "worst possible" case for Sizewell can now be described as the best possible. Irrespective of what the inspector recommends on the basis of the evidence he heard in 1983-84, it now becomes clear that the CEGB—for its own good as well as that of electricity consumers—to re-evaluate the economics of its proposed investment in nuclear power—in the light of the subsequent fundamental changes in international energy markets and in the prompt clearance of cheques enables funds to be placed on an interest earning basis?

I write as one who during my career had a spell as company registrar, and considers that what should be the simple processes involved, should be dealt with much more efficiently. That they are not, may be the reason for the lines of the enquiry units being inadequate!

I suggest that before applying for a certificate of title, a shareholder who is at fault, and not himself or his agents.

R. W. Jarvis,  
3 Hill Street,  
Monifieth, Tayside.

and then made contact with another office where the girl answering took my number and said she would get the enquiry unit to ring me. (Over three hours later I was still waiting.)

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R. W. Jarvis,  
3 Hill Street,  
Monifieth, Tayside.

Nuclear power stations

From the Director,  
Centre for International  
Energy Studies, Erasmus  
University

Sir—I wonder if Mr P. Watts, the economic adviser to the Central Electricity Generating Board inadvertently misrepresented my letter in his reply which you published on April 1. He refers to the "extreme" assumptions in a case investigated by the inspector in which there was a "hypothetical fall of prices in the real prices of fossil fuels between 1980 and 1990 with only a gradual recovery thereafter." On this assumption, Mr Watts claims, "Sizewell B was more economic than a new coal station."

It is appropriate that he uses the past tense in his claim as there is no longer any validity in defining the assumptions

of a safety margin recommended by the actuary to each scheme looks like a reasonable compromise. I hope some of the more powerful lobbies will take up the issue.

It will be public scandal if the Greycoat scheme is ignored and planning permission is given to the rival Speyhawk

## Some trucks are more equal than others.

Scania have never been tempted to compete on cost alone.

Trying to equal some of today's truck prices would mean sacrificing too many of our cost-efficiency.

Instead of investing over 7% of sales turnover in research and development, we might have to cut a few corners. Which could mean risking our hard-won reputation for absolute reliability and for fuel economy.

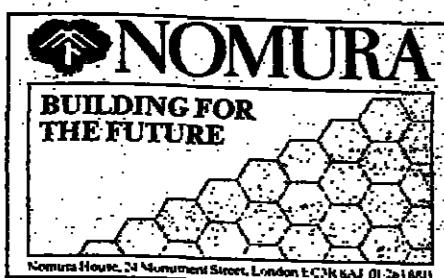
Instead of manufacturing our own engines, gearboxes, axles and cabs, we might have to make do with bolting together bits and pieces made by someone less dedicated to precision.



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## SECTION II – COMPANIES AND MARKETS

# FINANCIAL TIMES

Wednesday April 9 1986



### CBS down sharply in first quarter

By Paul Taylor in New York  
CBS, the US television network group which has been the subject of repeated takeover attempts and speculation in recent months, yesterday reported sharply lower earnings from continuing operations in the first quarter.

The New York-based group, which recently rebuffed a takeover bid by Mr Marvin Davis, the Denver oilman, blamed a weak national advertising market, higher programme development costs and its heavier debt burden for a 38 per cent decline in first-quarter income from continuing operations. Earnings from continuing operations fell to \$16.3m or 56 cents a share from \$26.5m or 89 cents a share in the first quarter a year ago, on revenues which advanced to \$120m from \$110m.

Net earnings fell a more modest 3 per cent to \$16.3m from \$16.8m in the 1985 period.

Mr Thomas Wyman, CBS's chairman and chief executive, said the negative factors were partly offset by sharply improved results from the records division, the effects of a company-wide overhead cost reduction programme and a one-time gain from the sale of notes receivable.

Among its operating units, CBS said sales of its broadcast group rose by 6 per cent to \$89.4m, while profits fell by 66 per cent to \$14.5m, reflecting sharply lower profits from the television network, partly offset by "solidly" improved results for television stations and higher profits from the radio group. In contrast, CBS Records reported a 21 per cent gain in revenues to \$33.9m.

### Warnaco rejects new offer

By Our Financial Staff

THE TAKEOVER battle for Warnaco, the US clothing manufacturer, intensified yesterday when the company's board rejected a sweetened \$430m bid from a group of Los Angeles investors and raised the stated value of its own leveraged buyout plan.

At the same time, Warnaco announced a rise in first-quarter operating net profits from \$3.8m or 33 cents a share to \$5.5m or 33 cents. The latest figure, however, excludes merger costs of \$1.75m, while sales were virtually unchanged at \$140.6m.

On Monday the outside group of bidders, W Acquisition, raised its cash offer for Warnaco stock from \$40 a share to \$42.50.

Warnaco said yesterday the revised recapitalisation approved by directors calls for the amount of cash offered for each Warnaco share to be increased by \$2 to \$8, the \$15 principal amount of 13.75 per cent senior 10-year subordinated notes to be unchanged and the principal amount of 14.25 per cent 15-year junior subordinated sinking fund debentures to be increased \$1 to \$15.

It noted the offer still included one share of common stock in a recapitalised Warnaco.

### Heavy loss for US insurer

USF & G, the Maryland-based insurance group, has as expected reported a heavy loss for the fourth quarter of 1985, as it strengthens reserves for its property and casualty insurance business.

The operating loss for the quarter was \$109m, against a deficit of \$30.2m a year earlier. For the year, final net losses, restated and including investment gains and losses, were \$108.1m.

U.S.\$100,000,000

Takugin International (Asia) Limited  
(Incorporated in Hong Kong)  
Guaranteed Floating Rate Notes Due 1997



Guaranteed as to payment of principal and interest by  
The Hokkaido Takushoku Bank, Limited  
(Incorporated in Japan)

In accordance with the provisions of the Notes, notice is hereby given that for the six month Interest Period from 9th April, 1986 to 9th October, 1986 the Notes will carry an Interest Rate of 7 1/2% per annum. The interest amount payable on the relevant Interest Payment Date, 9th October, 1986 will be U.S.\$375.07 for each Note of U.S.\$10,000 denomination and U.S.\$9451.82 for each note of U.S.\$250,000 denomination.

The Chase Manhattan Bank, N.A.  
London Agent Bank

### Bayer lifts pre-tax profit by 8.4% to DM 3.15bn

By JOHN DAVIES IN FRANKFURT

BAYER, the West German chemical concern, increased its worldwide pre-tax profit by 8.4 per cent to DM 3.15bn (\$1.36bn) last year. The lower US dollar, however, restrained the group's fourth-quarter sales performance.

Group sales revenue for the year rose 6.7 per cent to DM 45.93bn but fourth-quarter sales of DM 10.43bn were 1.7 per cent lower than a year earlier.

BASF, one of the other big three West German chemical groups, reported last week that its pre-tax profit rose 20.8 per cent to DM 3.04bn last year, while worldwide sales were up 9.5 per cent at DM 47.69bn. Hoechst will announce its results today.

All three chemical groups enjoyed buoyant business last year for

the third year in succession. With sales already at a very high level, however, the momentum has been tapering off.

Bayer said yesterday the decline in the value of the dollar would have an impact on sales revenue in terms of DMarks this year. The lower dollar had also sharpened the competition from US chemical groups in international markets.

On the other hand, the drop in raw material prices would partly offset this problem. In addition, capacity utilisation was expected to remain high and cost inflation in West Germany was very low.

The Leverkusen-based Bayer parent company increased its sales revenue by 8.1 per cent to DM 17.54bn last year. The parent company's fourth-quarter sales of DM

3.97bn were up 4.1 per cent on a year earlier, with exports giving more impetus than domestic sales.

Bayer said its worldwide sales was satisfactory in almost all regions. Sales were helped by the relatively good dollar exchange rate in the first half of last year, and by the relative price stability in West Germany.

After the chemical industry's setback in 1982, Bayer recovered with a sharp 12.3 per cent rise in group pre-tax profit to DM 2.163bn in 1983, followed by a further 34.1 per cent rise to DM 2.9bn in 1984.

There has been much speculation that all three chemical companies will raise their dividends for 1985 for the third year in succession. All paid DM 8 per share on their 1984 earnings.

### Oil crisis slows Mannesmann

By RUPERT CORNWELL IN BONN

MANNESMANN, the West German engineering group, is expecting a tough year for its important steel pipes manufacturing division.

The problems stem from a major increase in production capacity worldwide, and a slump in demand for pipes for oilfields as a result of the collapse in oil prices.

This was made clear yesterday by Mr Werner Dieter, chief executive of Mannesmann. His warning

came at the Hanover industrial fair, which was opened yesterday by Mr Richard von Weizsaecker, the West German President.

The difficulties at the pipe division, Mannesmann Roehrenwerke, contrast with its recent recovery, which helped the group to achieve an increase of 15.2 per cent in 1985, sales to DM 18.17bn (\$7.5bn). Profits last year, according to Mr Dieter, climbed by an even larger margin

from 1984's DM 188m, while orders were 10 per cent up on the previous year.

Mr Dieter gave no details of how the group had fared so far in 1986, but said that for the year as a whole its other main divisions – including construction and hydraulic equipment and plant engineering – would turn in good figures. In 1985 the pipes division broke even, after loss of DM 218m in 1984.

### Weak pricing hits US paper groups

By WILLIAM HALL IN NEW YORK

INTERNATIONAL PAPER (IP), the world's biggest paper maker, yesterday reported a 35 per cent drop in first-quarter net income to \$17.3m and has again left un-covered its quarterly dividend payments of more than \$40m a quarter.

Mead, another big paper and forest products group based in Dayton, Ohio, which in terms of sales is about half IP's size, yesterday reported a 23 per cent drop in first-quarter net income to \$18.1m.

Both companies continue to be affected by the weak pricing which damaged their performance in the final months of last year. IP, which reported earnings per share of 26 cents compared with 94 cents a year ago, said its pricing levels were "significantly lower" in the latest quarter, while income from forestry transactions declined.

Mr John Georges, IP's chief executive, said: "Several price increases on major product lines such as pulp, container board and uncoated white papers began to take

hold near the end of this year's first quarter. We believe with improved operating efficiency and stronger pricing levels, International Paper's earnings should improve significantly as the year progresses."

On Wall Street, where fears that the company might cut its \$2.40 per share annual dividend have receded, IP's share price rose by 5% to \$36 yesterday. Mead's shares also rose by 5% to \$48 in early trading yesterday.

Mr Burnell Robert, Mead's chairman, said: "Prices and order backlog made a positive turnaround in the first quarter, though not soon enough to be fully reflected in the quarter's earnings. We expect these improvements to favourably impact results in the next quarter."

Mead said the "unprecedented low level of pricing" in the second half of last year carried into the first quarter of 1986 but the recent improvement in prices and volumes resulted in a 63 per cent rise in pre-tax earnings in the latest period.

It announced a number of price increases for its uncoated papers, where demand was strong.

It announced a number of price increases for its uncoated papers, where demand was strong.

### W. H. Smith pays £43m for UK record chain

By DAVID CHURCHILL IN LONDON

W. H. SMITH & SON, the British retail newspaper and wholesalers, yesterday launched an agreed bid for Our Price specialist record shop chain in a deal valuing Our Price at £42.2m.

The move will make W. H. Smith the largest record retailer in Britain with just less than a fifth of the total market for records, cassettes, and compact discs worth more than £500m last year at shop prices.

It will also increase the personal fortunes of Mr Garry Nesbitt, 43, and Mr Michael Isaacs, the founders of Our Price. They stand to gain a further £5m each in addition to the £2.5m each made when the company went public two years ago.

Our Price was formed in 1971 by Mr Nesbitt and Mr Isaacs with a loan of £100,000 to meet what they saw as a market gap for a specialist record retailer. In the six months to

November 27 1985 the 130-store chain achieved pre-tax profits of £522,000 and sales of £15m in the corresponding interim period a year before.

The acquisition is part of W. H. Smith's retail strategy of establishing a series of specialist retail operations which complement its main retail business.

We hope to reach a different type of customer through Our Price stores than we would normally sell records and tapes in to our chain stores," said Mr Simon Hornby, chairman of W. H. Smith, yesterday.

For Our Price, which made a successful stock market debut two years ago, the move ensures finance is available for further expansion of the company's 130 stores.

General Instrument took pre-tax charges totalling \$87.8m in its fiscal third quarter ending December 1 to cover restructuring and other costs.

### General Instrument asset sale

By Our New York Staff

GENERAL Instrument, the US electronic components, semiconductors and cable television equipment group, said it had agreed to sell its European computer keyboard, keyswitch, switchlight and surge arrester business, and a manufacturing plant in Cambrai, France, to Pental S.A.R.L. of Paris.

The New York-based group, which declined to give detailed terms of the agreement, said the businesses have annual revenues of between \$3m and \$10m. Their sale represents another step in General Instrument's restructuring programme, unveiled last year, which has already led to the sale, closure and consolidation of several other businesses.

General Instrument took pre-tax charges totalling \$87.8m in its fiscal third quarter ending December 1 to cover restructuring and other costs.

### Deutsche Bank to maintain payout

By Our Frankfurt Staff

DEUTSCHE BANK, West Germany's biggest bank, is maintaining its dividend at DM 12 (\$5.2) a share after another buoyant performance last year.

The decision to hold the dividend was widely expected because the rate is already considered relatively high and because the dividend will be paid in full on shares arising from the rights issue last November.

The bank said yesterday that as recently issued shares qualified for a full year's dividend, the payment was equivalent to a dividend rise to DM 12.72 a share.

Dresdner Bank, West Germany's second largest bank, announced last month that it would raise its dividend for last year, DM 10 a share, by 20% to DM 12.72 a share.

Consumer Bank announced earlier this year that it proposed to increase its dividends to DM 8 a share from DM 6 in 1984. This decision was confirmed yesterday by the bank's supervisory board.

The bank said yesterday that as

### Ralston Purina buys Carbide battery unit

BY OUR FINANCIAL STAFF

RALSTON PURINA, the world's largest producer of dry pet foods, is making a major diversification out of its traditional businesses with the purchase for \$1.4bn of Union Carbide's battery products unit.

The deal, announced late on Monday night, is part of Union Carbide's restructuring, which earlier this week brought the announcement of 1,200 more job cuts and plans to invest further in Silba in assets.

Carbide's battery division, the world's biggest source of consumer dry batteries, has been up for sale for some time, and interested parties are known to have included Hanson Trust of the UK.

Ralston had sales of \$5.86bn and net earnings of \$236.4m in the year ended September. The new battery business had sales of more than \$2bn last year.

Carbide's battery business is the largest of three consumer products units put up for sale in January as part of the successful strategy to

fend off the bid from GAF, a US building materials and chemicals group. Negotiations are continuing for the sale of the other two businesses, home and automotive products.

Mr Warren Anderson, Carbide's chairman, said the sale of the battery division was a major step in the company's plan to sell its consumer products businesses, for which analysts have estimated that the company might raise a total of \$2bn to \$2.5bn.

The pre-tax proceeds from the sales are expected by Carbide to exceed book value of the businesses of about \$1.1bn, and the company intends to distribute the difference to shareholders.

Ralston's shares responded to the news by closing up 10% to \$6.25 a share.

Carbide's battery business is the largest of three consumer products units put up for sale in January as part of the successful strategy to

### Canada will debate Imasco bid for Genstar in parliament

BY ROBERT GIBBENS IN MONTREAL

THE CANADIAN Government has agreed to a parliamentary debate without delay on the proposed \$C\$2.4bn (\$US\$1.8bn) takeover of Genstar and its Canada Trust subsidiary by Imasco, a fast food, tobacco products and retailing group with operations in Canada and the US.

It had earlier reported a 17.7 per cent climb in consolidated net earnings to \$Fr 1.75bn and a 36 per cent growth in group sales to \$Fr 42.2bn, swollen by the incorporation last year of Carnation, the US processed foods company.

The board proposed yesterday that \$Fr 85m be allocated to the holding company's reserves and that dividends of \$Fr 145 a share and \$Fr 29 a bearer participation certificate be paid.

and loan companies. This would allow it to block the acquisition of more than 10 per cent of a trust company.

The Government agreed to a speedy debate before the expiry date of April 25 but made no commitment to halt it as the Commons finance committee called for earlier.

The Canadian Bankers' Association has added its weight to arguments that trust companies should be subject to the same 10 per cent ownership limit as the chartered banks to reduce potential conflicts of interest.

Imasco, 44 per cent owned by BAT Industries of Britain, is buying Genstar, a financial services, building materials and real estate group

for \$C\$4.4bn in a deal endorsed by the Genstar board.

The non-financial assets of Genstar would be spun off leaving Imasco with Canada Trust as its target, and a large stake in the Canadian financial services industry.

Genstar stock fell by two points to \$C\$54 yesterday morning, reflecting some doubts about the deal's prospects. However, analysts comparing this price with the underlying value of Genstar and the \$C\$38 bid by Imasco estimate Imasco still has a 65 per cent chance of getting its deal through.

Mr Don Blankenship, chairman of the Commons finance committee, went so far as to predict that the Government will not approve the Imasco takeover of Genstar in its present form.

This announcement appears as a matter of record only

PEARSON

U.S.\$130,000,000

Standby Revolving Credit Facility  
for Pearson plc

Funds provided by

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Midland Bank plc

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Bank of Montreal

Continental Illinois National Bank  
and Trust Company of Chicago

Credit Suisse

National Westminster Bank Group

The Sumitomo Bank, Limited

Tender Panel for Advances

Algemene Bank Nederland NV  
London Branch

Bank of Montreal

Banque Paribas (London)

Continental Illinois National Bank  
and Trust Company of Chicago

Credit Suisse

Midland Bank plc

The Sanwa Bank, Limited

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Chase Investment Bank

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March 1986

All of these securities have been sold. This announcement appears as a matter of record only.

March 1986

25,000 Units

## WESTBRIDGE CAPITAL CORP.

\$25,000,000 11.70% Senior Subordinated Debentures Due 1996  
Interest Payable March 15 and September 15  
and

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Each Unit consists of \$1,000 principal amount of 11.70% Senior Subordinated Debentures Due 1996 and Warrants to purchase 32 shares of Common Stock.

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Den Danske Bank  
af 1871 Aktieselskab

U.S. \$40,000,000  
Subordinated Floating  
Rate Notes due 1990

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the six months, 5th April, 1986 to 9th October, 1986 has been fixed at 7 1/2 per cent per annum and that the coupon amount payable on coupon No. 8 will be U.S.\$9,372.40.

The Sumitomo Bank, Limited  
Agent Bank

U.S. \$250,000,000



## Republic of Indonesia

Floating Rate Notes Due 1993

Interest Rate	7 1/2% per annum
Interest Period	9th April 1986 9th October 1986
Interest Amount per U.S. \$10,000 Note due 9th October 1986	U.S. \$378.07

Credit Suisse First Boston Limited  
Agent Bank

## INTL. COMPANIES &amp; FINANCE

Control Data accounts  
qualified by auditors

BY PAUL TAYLOR IN NEW YORK

CONTROL DATA, the financially troubled Minneapolis computer group, said its auditors had qualified its 1985 financial results because of uncertainties over the group's borrowings.

Peat Marwick Mitchell, the auditors, noted in a Control Data Securities and Exchange Commission filing that, although \$300m in borrowings are being restructured, a group of bank lenders, Control Data's management "does not expect that cash to be generated from operations and asset dispositions that are presently planned will be sufficient to repay the bank borrowings

and other liabilities and contingent obligations as they become due during 1986."

Control Data, which is in the process of a large restructuring programme after huge losses last year, had earlier indicated that it expected asset sales, including the proposed sale of its Tickertron electronic ticketing unit, to satisfy its bank lenders' debt restructuring requirements.

However, its auditors said yesterday that in addition to restructuring its bank borrowings and other obligations successfully, the company

must obtain additional financing. "Failing this further asset disposals will be required," Peat Marwick said.

Control Data, plagued by problems, particularly in its peripheral products' operations, reported a net loss of \$587.5m last year, including \$247.8m in special charges. The group is negotiating the sale of its Tickertron unit to Allen & Co, the Wall Street company.

Control Data said negotiations over the sale of Tickertron were continuing and added it had not set any further plans for asset disposals.

Record profits for  
Norske  
Shell

By Fay Glester in Oslo

NORSKE SHELL, the Anglo-Dutch oil group's Norwegian offshore, yesterday announced record profits for 1985, mainly reflecting a surge in its crude oil output after the start of production on Statfjord C, the third platform on the Anglo-Norwegian Statfjord field. The company has an 8.4 per cent stake in the field.

Norske Shell increased its share of the Norwegian oil products market to 25.2 per cent last year from 24.4 per cent in 1984. Most of the increase was due to the acquisition of a small oil products marketing company in western Norway.

Norske Shell's refinery at Sola, near Stavanger, operated profitably and at full capacity throughout the year, exporting 30 per cent of its output to other European countries.

Profits before tax and end-year allocations more than doubled to Nkr. 2.867m (\$381m) from Nkr. 1.387m in 1984. But with tax taking a far larger slice - Nkr. 1.767m against Nkr. 333m a year earlier - net profit was up only Nkr. 165m to Nkr. 734m.

The company said prospects for the future were highly uncertain because of the "extremely unstable situation" on the world crude market.

Despite the uncertain climate, the company planned to continue its exploration and production activities and will "bid actively" for new licences in Norway's next round in the autumn.

Italian transport group to seek  
listing after trebling profits

BY ALAN FRIEDMAN IN ROME

ANSALDO, the Genoa-based Italian state engineering and urban transport systems group, which is 94.5 per cent owned by the IRI-Finmeccanica holding group, yesterday announced more than trebled 1985 net profits of L120bn (\$12bn).

The profit is still modest on 1985 consolidated group turnover of L2,490bn, up 30 per cent.

Mr Gino Battista Clavarino, Ansaldo's chairman, said in Genoa yesterday that he hoped to bring the group to the Milan bourse within the next year. In any case, he said,

Ansaldi Transporti, the subsidiary which makes urban transport systems and represents 15 per cent of turnover, would seek a stock market listing this year.

Ansaldi has reduced its workforce from 20,000 to 15,000 in the past two years and says its group debt of L1.111bn in 1983 has been completely eliminated. The Genoa company says it has an order book with L1.227bn worth of contracts, half of which were acquired in the first quarter of this year.

Some 28 per cent of Ansaldo turnover comes from outside Italy, aside from IRI-Finmeccanica, the Fiat group owns 2.5 per cent of Ansaldo.

• Olivetti, Italy's leading office automation group, last night announced the purchase for an undisclosed price of Bunker Ramo Banking Operations of Connecticut, the banking automation division of the New York based ADP group. Bunker Ramo makes and sells bank terminals and had 1985 turnover of \$56m.

## Morgan Guaranty Sterling Securities Ltd.

a wholly-owned subsidiary of

Morgan Guaranty Ltd.

has become a member of the  
London Stock Exchange1 Angel Court, London EC2R 7AY  
Telephone (01) 726 8262  
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Societe Generale

Sodicit (Jersey) Limited

March, 1986

Swiss Bank Corporation International Limited

## INTERNATIONAL COMPANIES and FINANCE

## Bell and Adsteam face insider suits

BY LACHLAN DRUMMOND IN SYDNEY

**BROKEN HILL** Proprietary (BHP) has issued writs against the Bell and Adelaide Steamship groups, alleging insider trading in BHP shares, the ready bought includes the forced disposal of the 25.5m BHP shares worth A\$1.6m (US\$1.15m), owned by BHP.

If BHP wins its initial Supreme Court action, it would cause a potentially damaging delay to Bell's partial bid for BHP, launched on Monday. If ultimately successful, it could stop any efforts by Bell in their tracks.

The insider trading provisions preclude parties dealing in shares when they are in possession of information not generally available which would be

likely to affect the price of those shares.

BHP's claim rests on the Bell and Adsteam groups having entered put and call options covering 70m BHP shares last April. It alleges that subsequent dealings, without any disclosure of the option agreement, resulted in the two parties engaging in insider trading.

BHP contends that had the existence of the options over almost 7 per cent of its capital been known to the market, it would have materially affected the price of BHP shares.

The option agreements became public last October when the combined entitlements of the two groups to BHP shares reached the 10 per cent disclosure mark.

As remedies, BHP is seeking

Adsteam companies and Mr John Spalvins, its chief executive.

Mr Spalvins said last night:

"Clearly the charges have no basis and we will deny them strongly."

Mr Holmes' Court was unavailable for comment.

It is understood that BHP had received considerable encouragement to pursue the action from a number of major institutional shareholders who were sellers of BHP shares last year.

The option agreements were issued in the Victoria Supreme Court name all Bell group companies and Mr Robert Holmes, a Court, its chairman, as well as all the

holders of BHP shares last year.

As remedies, BHP is seeking

an order restraining the parties from trading in the shares, exercising any voting or other rights, and directing BHP not to make any payments due from it to the shares.

It is also seeking an injunction requiring the parties to dispose of all their shares or for the shares to be vested with the National Commission and Securities Commission. In addition, seeks an accounting of all profits arising from trading in the shares, with these profits to be paid to BHP.

At the time of writing, it is not clear whether the shares to meet the option, but by October last year had assembled 90m shares in BHP.

The A\$2.20 a share offer is at the maximum price, which has risen 40 cents since Hooker emerged with an initial 12.5 per cent stake three weeks ago, bought at A\$1.90 a share.

Part of its hopes for success rest with Hooker's ability to overturn a planned placement by Email to fund its intended A\$53m takeover of Simpson.

The placement would increase the "friendly" groups on its register from around 40 per cent to almost 50 per cent and dilute Hooker's current holding from 17.5 per cent to 15 per cent.

Hooker wants the takeover of Simpson to proceed, but believes a rights issue would provide a more equitable means of funding.

Hooker's bid is for all of Email and has no minimum acceptance condition. With the offer representing only eight times forecast net earnings of A\$26m for the year to March just ended—and with its defensive shareholdings—Email's advisers are more concerned than concerned by the bid.

The shipbuilding and offshore division, traditionally, the biggest unit at Rauma, lost its position as net sales fell 11 per cent to FM 1.9bn. This was due to an almost total lack of orders from the West, while the Soviet Union deferred orders for ships from Rauma. The division delivered 10 vessels during 1985.

Engineering became the leading division with a 42 per cent increase in sales to FM 2.2bn. This was achieved through increased sales of wood-processing and forest machines as well as valves.

Despite the size and pace of its recent growth, Evergreen has a cautious management approach, instilled by the example of Mr Y. F. Chang, the founder and chairman.

"We do nothing that we are not sure of," notes Mr Lim.

Also waiting to take delivery of new vessels is Orient Overseas (Holdings), the quoted arm of the C. H. Tung group.

## Hooker bids A\$206m for Email

By Our Sydney Correspondent

**HOOKER CORPORATION**, the Australian property group, has launched a A\$206m (US\$147.9m) bid for Email, the white goods and building products combine which is currently bidding for Simpson Holdings, rival of the National Commission and Securities Commission.

In addition, seeks an accounting of all profits arising from trading in the shares, with these profits to be paid to BHP.

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## Evergreen confident of brighter times ahead

BUSINESS HAS picked up smartly in recent months for Asia's big container shipping lines, renewing some of the pessimism that pervaded the market at the turn of the year.

But the renewed surge in earnings across the Pacific has import-hungry US by its means amounts to a bonanza for the industry, though lower oil prices have also given owners a much-needed fillip.

Three key worries remain: more ships are due to be delivered onto an over-tonnaged market; freight rates are abysmally low compared with two years ago; and some companies are still in severe financial trouble.

One which appears more relaxed than most about the outlook is Evergreen, the privately owned Taiwan group which has spent some \$1.5bn in the past four years to make itself the world's biggest container shipping group.

"Suddenly, things have become very strong," says Mr C. L. Lim, president of Evergreen International, which looks after the worldwide shipping interests of the group.

With three more large ships to be delivered from Japan this year and four in 1987, Evergreen is nearing the end of its expansion phase, a relief to some of the company's hard-pressed rivals.

"Now we are looking at consolidation rather than expansion," adds Mr Lim. The company plans to sell or scrap some of its older vessels.

The big comes the day after the US-owned Hoover, Email's rival for control of Simpson, was knocked out of the running by the Foreign Investment Review Board.

Hoover believes it may have a chance of buying the combined Email white goods business from Hooker should the property group's bid succeed.

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Also waiting to take delivery of new vessels is Orient Overseas (Holdings), the quoted arm of the C. H. Tung group.

The Tung family interest in

Orient Overseas will be heavily diluted, though it will probably retain CMT, which is used to manage Orient's container shipping.

Orient will have a modern fleet suited to the competitive needs of the Pacific and other key markets.

Orient Overseas and Evergreen each have new ships with a capacity of nearly 3,000 TEU (20 foot equivalent units, the standard measurement). Each is hopeful that freight rates will move up now that cargoes have increased.

With the jump in capacity, to which Evergreen was a major contributor with its new ships and global services, rates slid by 25 per cent in the last quarter of 1985 alone. Its main round-the-world rival is United States Lines, which has also invested heavily.

Conference lines, which agree rates and schedules, have set a 15 per cent rise from mid-April and a 30 per cent increase for the second quarter. Evergreen, however, is public on the Asia-North America Eastbound Rate Agreement (ANERA).

While accepting that rates are likely to rise, Evergreen disagreed with Amera's tight rules on service contracts with cargo shippers. It needs higher rates to keep net income up to last year's \$77.4m (\$5m up on 1984).

Under government pressure, it is also preparing to float 20 per cent of its stock.

Since Evergreen produces no balance sheets for outsiders and only gives shippers profit figures, analysis of its performance is tricky. But its performances seem healthier than those of US Lines, which lost \$67m last year.

As well as new ships, Evergreen has spent heavily on its inland terminal and on containers to fill it. At its factory in Taipei, new containers roll off the production line every 25 minutes. Their colour? Green, like everything else associated with the group.

## Chemical Bank, Pao in venture

BY DAVID DODWELL IN HONG KONG

**CHEMICAL BANK** of the US, with Bank of China and a company controlled by Sir Yue-Kong Pao, the leading Hong Kong shipowner, are due on Friday to announce details of a joint venture aimed at boosting US investment in China.

The venture will operate as a merchant bank as well as offering investment consultancy services. It will be the third such group set up recently in Hong Kong.

Chemical Bank and Bank of China will each hold a 35 per cent stake in the joint venture while Hongkong and Kowloon Wharf, Sir Y.K.'s property group, will hold 30 per cent. The venture will be capitalised at

US\$25m.

While Sir Y.K. has chosen his publicly quoted property company as the vehicle for his involvement in the venture, it is understood that this implies no bias towards property development projects.

He has close diplomatic links with leaders in Peking in China's shipping sector, and with officials in Ningbo and Shanghai, China's eastern seaboard, where he was born and educated. He is involved in the venture because of these political links rather than any commitment to boost his personal investment in China.

Among US banks, Chemical Bank is one of the most closely

## Japan's electric utilities lift spending

BY YOKO SHIBATA IN TOKYO

**JAPAN'S NINE** leading electric utilities intend to invest a total of Y3.474.8bn (\$19bn) on new plant and equipment in the year to next April, up 14.2 per cent. The higher level is expected to be maintained for the 1987-88 year.

Industry officials said the

plans were in line with a government request to boost capital investment represented by the Y320.5bn and Y315.2bn on the initial spending plans for 1986 and 1987 respectively.

The companies have also accepted the Government's request to increase equipment repair expenses by Y74bn for the second half of fiscal 1985, for

the second half of fiscal 1985,

the second half of fiscal

## INTERNATIONAL COMPANIES and FINANCE

David Lascelles visits a UK merchant bank's Los Angeles team  
**Kleinwort puts its stamp on swaps**

LOS ANGELES does not readily spring to mind as one of the world's great financial centres. But on the 29th floor of a downtown office block is to be found a company that has made a big mark in one of the most hectic and fast-growing parts of the international capital markets business: swaps.

It is Kleinwort Benson Cross Finance Inc., a tiny but professional team of bankers and dealers which is part of the UK merchant bank's already substantial presence in the US market, and its ambitions to be a global investment bank.

Kleinwort established the business two years ago after luring the swaps team from First Interstate Bank, the big California bank headquartered a few blocks down the street. Since then, it has secured a leading position in a market where most of the major players are multi-billion dollar commercial and investment banks like Citibank, Morgan Guaranty and Salomon Brothers.

The team is headed by Mr Kenneth McCormick, a tall, soft-spoken 35-year-old who first became interested in the swap business when he was First Interstate's treasury. Like all the successful trading units, Kleinwort's team is tight-knit, consisting of only nine people, including the legal and accounting specialists who are essential in this complex business.

"Swaps are now so widespread that you have to be in it to succeed in the cash



Mr Kenneth McCormick: tiny bits of the big deals

markets," said Mr McCormick, whose swap book currently totals \$12bn on a capital base of \$40m.

Swaps are what their name implies. Issuers of securities swap them with other borrowers in order to switch, for example, from fixed rate financing to floating rate, or from one currency to another. The market exploits the varying terms available to borrowers in different markets, and has added a whole new dimension to the financing options available to creditworthy names.

The ability to arrange swaps is essential for any investment house aiming for the top ranks.

One of the keys to success is having a broad range of contacts in the market, though as people become more aware of swaps, the business has become more open and competitive, and "swappability" is now a factor in the pricing of securities issues.

Houses can arrange swaps in at least two ways, either by acting as an agent bringing the two swapping parties together and collecting a fee, or by taking the securities on to their own book and making a profit from the differentials. This is riskier because of the danger of default by one of the parties, but more frequent.

Kleinwort has concentrated on floating interest rate swaps, where it claims to be among the world's top ten, and the largest non-US house.

Last year, it transacted over \$8bn of swaps. According to the group's annual review, this capability enabled it to lead or co-lead manage 30 securities issues, of which 22 had related swaps. In the meantime, Kleinwort has set its own self-imposed rules under which the swap operation is geared up to about 20 times.

While operating from Los Angeles means Mr McCormick and his people have to get up at the crack of dawn each day to catch the tail end of the London market and most of the action in New York, they seem set to stay there. With modern communications, location has ceased to be relevant and there are much worse places to make a swap operation is geared up to about 20 times.

"It is a highly competitive market and there is constant pressure on spreads," said Mr McCormick. "You're battling for the swap operation is geared up to about 20 times.

Last year the group made a net profit of \$5m, and expects further growth this year. Kleinwort accounts conservatively

for its swap earnings: it only recognises those that have accrued, not those that have been locked in for future years.

Since the swap market got going, there have been about 10,000 swap transactions totalling about \$20bn. Mr McCormick estimates. This gives an average swap of about \$20m. But since only top quality borrowers have access to the market, the credit risks are small. Mr McCormick says there have been "only three or four serious problems, a dozen skirmishes and one court test."

The Los Angeles group's book is growing at about \$500m a month. Kleinwort is proceeding cautiously until the regulatory position on swaps becomes clearer. Being part of a UK banking group, KB Cross Financing will have to take account of whether capital ratios are established by the Bank of England, which is still studying the whole question of swaps. In the meantime, Kleinwort has set its own self-imposed rules under which the swap operation is geared up to about 20 times.

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**Pallas sells Dillon holding**

By Alexander Nicoll

PALLAS GROUP, the financial house established two years ago by Mr Pierre Moussa, the former Banque Paribas chairman, is selling to Societe Generale de Belgique its half share in the London arm of Dillon Read, the New York investment bank.

Mr Moussa will, however, remain chairman of Dillon Read Ltd, and the close ties between Pallas and Dillon will be unaffected.

For the Belgian bank, the move represents a strategic

step into international investment banking. It is appointing Mr Philippe Minis as managing director of Dillon Read Ltd. The purchase price of the 50 per cent stake is not disclosed.

Mr Lorenzo Weisman, managing director of Dillon Read in New York, who will stay as president of the London arm, said yesterday that Dillon Read will remain investment adviser to Pallas.

Dillon Read Ltd, in addition to providing corporate finance and investment advisory services, is active in issuing and trading European equities. It and Pallas have recently set up jointly a FF 900m fund in France to invest in French equities, and the two companies are co-operating on a similar fund to invest in France from the US.

The D-mark markets benefited

**Base rate cut gives boost to Eurosterling bonds**

BY CLARE PEARSON

A HALF-point cut in base lending rates by UK clearing banks, on the back of lower money market rates and the recent strength of sterling on the foreign exchanges, yesterday infused new life into Eurosterling bonds.

Enterprise Oil launched a £50m seven-year bond during the first couple of days of the month, the highest rate seen on a new conventionally-dated issue for some weeks. With a par issue price the bond yielded at issue, taking in fees of 1/4 per cent, a margin of 115 basis points over comparable gilts.

Lead manager J. Henry Schroder Wag reported a bid price of less than 100 yesterday afternoon.

Both bonds were quoted well within their fees yesterday afternoon. Although some traders felt there was resistance to less-well known bank names, Monday's issues for Westpac and PK Banken were also quoted within fees.

Secondary market prices firms by up to half a point and recent issues, some of which had been seen as extremely aggressively priced began to look healthier.

The Ecu sector continued to benefit from the European Monetary System realignment last weekend creating lower yields in the devalued currencies. Yields on 10-year bonds sank below 7 per cent for the first time.

Into these lively waters

Banque Nationale de Paris launched on its own behalf a seven-year deal for Ecu 100m. Its coupon of only 7 1/2 per cent looked slightly aggressive, especially in view of the borrower's call option after five years, although also in line with bullish market sentiment.

The bond was quoted within fees of 1 1/4 per cent.

Mondays' firm tone in the French Franc Eurobond market continued and secondary prices moved higher by about 2 points as expected, the new issue new floating rate note. As with previous issues, by contrast, and in line with the debt is collateralised with US Government securities and cash to provide a triple-A rating by Moody's Rating Service.

The bond pays an initial coupon until June this year of 1 point above two- or six-month

Liber, whichever is the higher, to give the investor protection from the downward slope of the yield curve. Afterwards, interest payments will be at a point over six-month Liber with a minimum of 54 per cent. There are call features on every interest payment date and an investor's put after 10 years.

Lead manager Banque Paribas Capital Markets quoted the bond within fees of 40 basis points at 98.70 bid.

Two Japanese borrowers launched small equity-related issues. Trio-Kenwood, the hi-fi company, issued a \$50m bond with an indicated coupon of 8 1/2 per cent, maturing in 1991. Lead manager Nomura International, the book and office equipment retailing concern, issued a \$50m bond with the same indicated coupon and life. Nikko Securities led this deal. Final terms will be fixed on April 14 and 15 respectively.

Despite the slight downturn in prices of Japanese equities recently, both issues were accorded the usual welcome from the market that Japanese equity issues encounter. Both were quoted at 100 bid, against par issue prices.

The Australian dollar sector received renewed attention from borrowers. CSR, the Australian sugar and diversified company, launched a \$250m seven-year bond incorporating the novel feature, for an Australian borrower, of payment in Australian dollars. Through a foreign exchange transaction, the borrower will receive US dollars, so that the prohibition on payment in Australian dollars will be bypassed.

Lead manager Hambros Bank said that this feature had enabled the terms on the issue to be tightened from those that would otherwise have been agreed.

The bond pays an initial coupon until June this year of 1 point above two- or six-month Hambros reported strong initial demand.

**FT INTERNATIONAL BOND SERVICE**

Listed are the 200 latest international bonds for which there is an adequate secondary market.

Closing prices on April 8

Change on

US DOLLAR STRAIGHTS Issued Bid Offer day week Yield

American Int'l 94 7/8 ... 200 100% 100% +0% -1% 5.45

Atkin, Richfield 100 00 ... 200 100% 100% +0% -1% 5.45

Australia Com. 115 00 ... 200 117% 119% +0% -1% 5.73

BP 100 00 ... 200 100% 100% +0% -1% 5.45

BP Capital 115 52 ... 200 117% 119% +0% -1% 5.29

Cambridge Corp. 105 55 ... 100 113% 114% +0% -1% 5.83

Canada 9 98 ... 1000 107% 108% +0% -1% 7.83

Canada 10 98 ... 500 107% 108% +0% -1% 7.83

Canadian Pk. 105 52 ... 100 108% 108% +0% -1% 5.15

CEPME 10% 91 ... 100 108% 108% +0% -1% 5.15

Citibank 100 00 ... 200 105% 105% +0% -1% 5.67

Citibank 100 00 ... 200 105% 105% +0% -1% 5.67

Credit Lyonnais 8 91 ... 100 105% 105% +0% -1% 5.67

Credit National 9 91 ... 150 105% 105% +0% -1% 5.67

Danmark Kdpm. 114 89 ... 100 105% 105% +0% -1% 5.67

Danmark Kdpm. 115 90 ... 100 111% 112% +0% -1% 5.74

Danmark Kdpm. 115 90 ... 100 111% 112% +0% -1% 5.74

EDC 92 92 ... 100 103% 103% +0% -1% 5.67

EDF 10 85 ... 200 105% 105% +0% -1% 5.45

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EDF 10

## TECHNOLOGY

A HUMAN hand can undertake an astonishingly wide variety of tasks, anything from wielding an axe to caressing a baby. Robot hands, unfortunately for factory managers, are much more limited. Thus a robot which switches from picking up items from a conveyor, placing components on an electronics board will normally have to change tools to do the job properly, a factor which reduces the effectiveness of the machines in manufacturing industry.

The ambitious task of Renishaw, a small British concern which is one of the few UK success stories in high-technology manufacturing, is to devise a series of robot "end effectors" with something approaching the flexibility of their human counterparts.

The hands will incorporate tiny sensors, based on optical, ultrasonic or microwave devices, which instruct the machine's "fingers" to move in relation to the item which has to be handled. In this way, the hand will change configuration depending on the task given to it by a human controller.

Research into these devices, part of a series of developments under way by Renishaw, should lead to new products by the end of the year, says the company. For commercial reasons, Renishaw is reluctant to divulge the details of the research.

The enterprise bases its plans for new products on a phenomenal success in the past five years in selling measuring probes for factory machinery, a business in which the company has some 80 per cent of the world market. The total market for such probes is estimated at about £20m annually, and growing at 10-20 per cent a year.

Although the probes business is small, the devices are vital in improving the performance of a wide range of factory equipment, the annual sales of which add up to hundreds of millions of pounds. The probes,



Renishaw triad: (from left to right) John Deer, David McMurtry and Allen Roberts

## Giving robots a helping hand

**Peter Marsh** on Renishaw, one of the few UK success stories in high-technology manufacturing

which cost from £1,500 to £25,000, are fitted either to co-ordinate-measuring machines or computerised machining centres. These systems may sell for anything from £10,000 to a thousand times that figure.

Among the machinery concerns which include measuring probes in their products are Cincinnati Milacron and Cross and Trecker of the US; Yamaha, Hitachi and Mitsubishi of Japan; Britain's Ferranti; Dea of Italy; France's Siv (owned by Renault) and Schenmann of Germany.

About the only significant competitor to the company in the probes business is Zeiss, the West German instruments concern.

Typically, the probes obtain measurements to within a millimetre of a metre of the dimensions of items turned out during

the various stages of a manufacturing cycle. The items could be anything—from car parts to radio receivers—where precision monitoring is important.

The data from the probes is either stored in a memory for quality control or is passed to another item of machinery in the next phase of a production routine.

A probe could, for example, record the dimensions of a metal component fresh from a casting operation before channelling the information to a computerised machine tool. The

latter takes the data into account when formulating a plan to cut the component in a further shaping process.

Formed 13 years ago by Mr David McMurtry and Mr John Deer, former employees in the aeroengine-design division of Rolls-Royce, Renishaw has experienced extraordinary growth in the past few years, seeing sales of its probes climb from £1.1m in 1979 to £15.5m last year. Of the latter figure, a return of 25.6% was profit.

Along the way, the company, which employs 480 people and

exports roughly 80 per cent of its output, has received plaudits both from the financial sector and from the international machinery community. The company is based in Wotton-under-Edge, a small country town in Gloucestershire.

Renishaw, which obtained a full listing on the Stock Exchange in 1980, raised 55.9m from the City about 18 months ago. The company is extremely careful in its growth strategy. "We want to look first at the areas of automation that are not being tackled properly by anyone else. We will move into bigger systems only after this. There is no 'big bang' approach."

Besides novel robot "hands", the company is working on vision systems for factory inspection and new probes based on lasers that can monitor the position of fragile items such as paper products and fabrics. The company has also signalled its interest in moving into full automation systems, developing some of the equipment itself and using some

items (such as individual robots) bought from established suppliers.

"Renishaw is an extraordinarily exciting prospect," according to Mr David Hurst-Brown, an analyst at Rowe and Pitman, the stockbroker. He expects to see the company sustain an annual growth rate of about 25 per cent over the next few years.

Ms Laura Conigliaro, who monitors the automation industry for Prudential-Bache, a financial services concern in New York, calls Renishaw's performance "creditable."

"They (Renishaw) have done a beautiful job," says Mr Frank Fanuele, product support manager at Brown and Sharpe, of North Kingstown, Rhode Island, a measuring-machine company which uses Renishaw probes in its products.

Brown and Sharpe took a 20 per cent stake in Renishaw from 1981 and 1983 and was interested in acquiring the company outright. The US company was beaten off by the triumvirate which runs Renishaw—besides Mr McMurtry and Mr Deer, this includes Mr Allen Roberts, who joined in 1979 as finance director.

According to Mr McMurtry, an entrepreneurially minded engineer who has been responsible for about 100 inventions ranging from new fans for jet engines to central-heating boilers, the company intends to develop both new products and manufacturing processes.

"We are not just a seller of measuring probes," insists Mr John Deer, Renishaw's group managing director. "We invest very strongly in design, development and manufacture." About a quarter of the company's staff of 480 work in research and development.

Attention to detail. For each new product area the company aims to move into, the company builds up a bulky file which details every aspect of the product, including design, manufacture and marketing.

This philosophy is illustrated in the way Renishaw is approaching the development of its novel laser probes, robot "hands" and vision systems. The company has set aside a large area of its workshops in Wotton-under-Edge for a prototype production plant for the new items.

Once Renishaw's managers are confident the parts for the products can be made cost-effectively, the machinery will be transferred to a new factory in Cwmbran, south Wales, where the company plans to employ 500 people in the next year or so—doubling the current workforce.

Patent protection. Renishaw assigns two people (shortly to be joined by a third) to protect its patents on probes and to take out

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patents on new inventions. This philosophy can be expensive. The company has spent several hundred thousand pounds fighting through US courts—Valero, a subsidiary of GTE, the US telecommunications concern, which Renishaw claims has infringed its patents. A ruling is expected shortly.

An earlier patent tussle with Dea of Italy was settled out of court in Renishaw's favour. The company believes it has strong patent protection for its probes in Europe and the US. It has spent 10 years battling to establish patent rights in Japan, a battle which succeeded last year with the granting of two patents.

Strengthening of management. Renishaw has hired an industrial manager, Mr Jim Stevenson, formerly with Plessey, to take over routine

Emphasis is placed on design, with about a quarter of staff involved in research and development

responsibility for probe manufacture, the company's core business. Mr Stevenson is managing director of Renishaw Metrology, the group's main division.

Mr Ben Taylor, an ex-Bendix employee, was hired as the president of the company's US subsidiary. Renishaw is also unusual in having two professors on its staff. Prof Eddie Rathmell, a robots expert formerly at the Cranfield Institute of Technology, last summer became managing director of Renishaw Research, the company's development arm.

Prof David Pitt, formerly manager of the sensors laboratory at STL, the development laboratories of STC, the electronics company, was taken on recently to run Renishaw Transducer Systems, another subsidiary concerned with new products.

## Company takes initial boost from Concorde engine innovation

**RENISHAW'S** success can be traced directly to a crucial engineering breakthrough in the early 1970s which permitted Rolls-Royce to develop its jet engines for the Concorde aircraft. Mr David McMurtry, now Renishaw's chairman, was responsible for this invention.

At that time Rolls-Royce's Bristol division was seeking a way to fit, extremely precisely, the fuel pipes of these engines to the rest of the motor assembly. In pre-Concorde motors, the pipes were fixed by rubber seals, a practice which did not require high accuracy.

For the new engines—the higher temperatures of which would have melted the rubber seals—were ruled out. Engineers had to devise a tool to measure to within a few micrometres the widths of pipes, so they could be fitted snugly in the gaps left for them in the engine casting.

Mr McMurtry, then deputy chief designer at the Bristol division, came up with a seemingly simple mechanism, now protected by a series of about 30 patents owned either by Renishaw alone or jointly

with Rolls-Royce. A small pencil-type probe, with a ruby tip on the end, is joined to three subsidiary arms, to form the four axes of a tetrahedron.

The three arms fit snugly between a series of six tiny bearings on a ring to which is linked an electricity supply. When the ruby touches a solid surface, an electric signal is sent via the ring to a computer which records the position of the probe at that instant. By this mechanism, the shape of an item can be measured highly accurately.

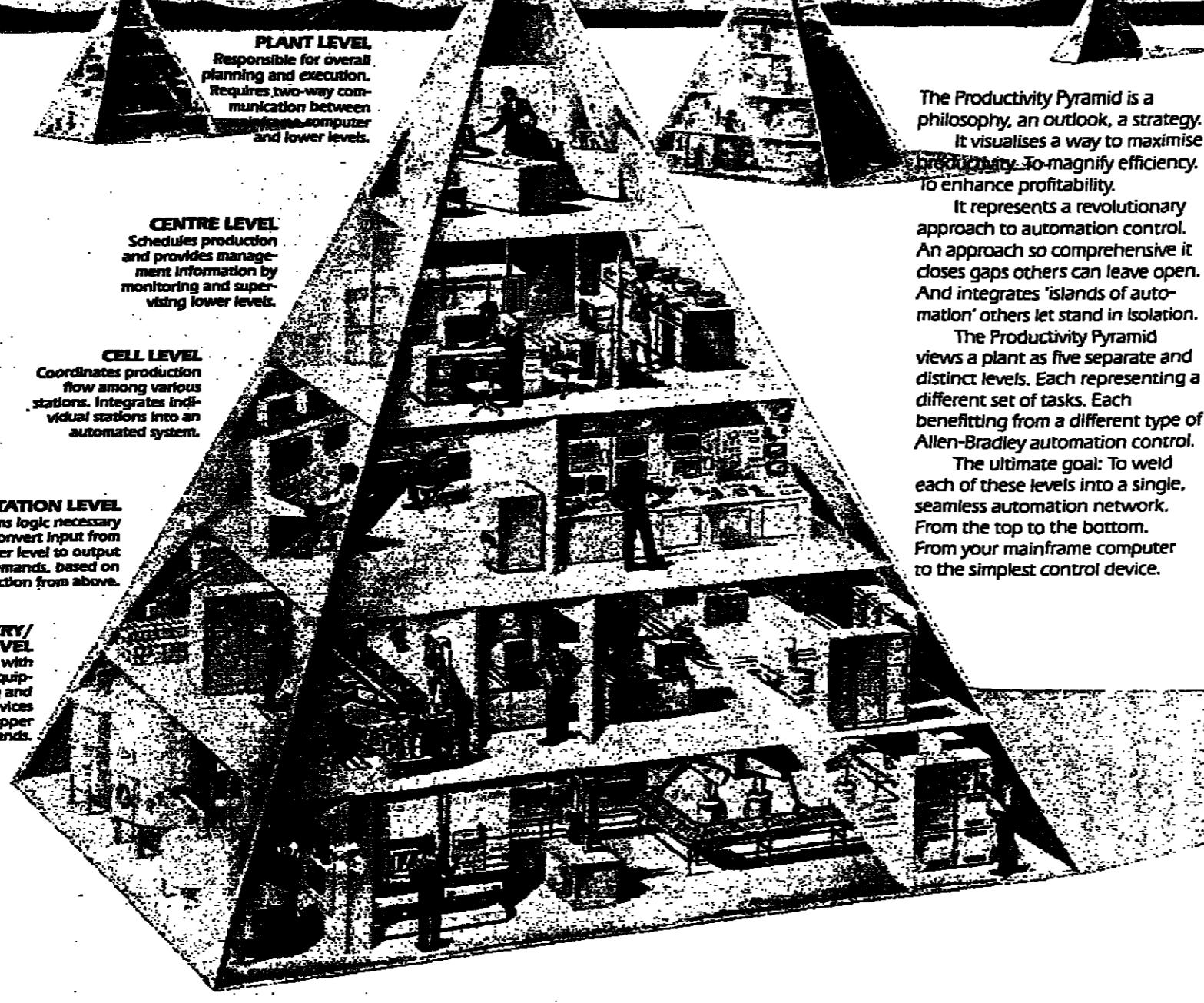
Mr McMurtry is remembered at Rolls-Royce for his ingenuity. "Whatever the problem, he would come up with a new idea," according to Mr John Deer, Renishaw's chairman.

Renishaw formally started in 1973; initially, the company's sole premises comprised a spare room in Mr Deer's house in Chepstow. While Mr Deer ran the company, Mr McMurtry stayed with Rolls-Royce until 1978 and worked for Renishaw part-time.

In 1978, Renishaw moved

into its first premises in Wotton-under-Edge, taking over an old ice-cream factory before moving to a more up-market address, a disused mill which was formerly run by Courtaulds to turn out elastic for underwear.

From a staff of seven, and sales of £169,000, in 1977, the company gradually built up strength, in the process opening up offices in Japan and the US. About half the company's output goes to makers of measuring machines and the rest to machine-tool companies.

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## UK COMPANY NEWS

## Next up 41% and on course for record year

NEXT, the fast-expanding fashion retailer, yesterday reported a 41 per cent increase in interim profits and signalled that the full year result should be another record.

At £13.64m pre-tax, the interim result compared with £9.66m, exceeded the £13.62m attained in the year before last, and was at the top end of City forecasts. Profits in 1984-85 reached £20.06m.

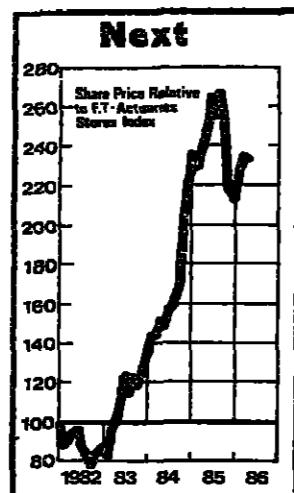
Shares in the group, formerly J. Hepworth & Son, initially touched a high of 240p yesterday, before easing to close at 230p, down 2p. The interim dividend is 20 per cent higher at 13p, with earnings per share at 6.05p (4.68p).

Next, which recently acquired the loss-making chain of Lord John and Werff clothing stores from the troubled Raybeck group, said that the Next and Next for Men stores had another very successful trading period. This was despite the run-down of turnover from the old Hepworth branches.

The launch of Next Interior last August had, the board said, provided another strong arm to the company's retailing product base and had given the impetus to develop the complete store strategy. Total group turnover for the six months to March 1 1986 was up from £71.35m to £85.62m.

Lord John and Lady at Lord John stores have been integrated into the group while Club 24, the retail finance arm, has flourished since Next took full control last September.

**• comment**  
These figures confirm what the market has known for some time: that Next is no longer a business achieving spectacular growth by pushing a retailing formula into a dead chain but one that must compete for



properties like every other store group. The sales growth, at 20 per cent, is pedestrian by Next standards, although it partly reflects the loss of turnover from the rump of the Hepworths stores being sold. In fact, Next is showing skill in acquiring properties and is, as ever, bubbling with ideas on how to fill them: people are having pastel Next perms in Newcastle and there will be Next shoes on the street by the autumn. If this suggests a treadmill, whereby exclusivity must product growth (as in women's wear) and we will end up being offered Next autos and aircraft, Next is no Biba: firm control of design and stock and the flexibility of small stores should prevent anything drastic. The company should make about £27m before tax this year, implying growth of about a third and justifying the premium in its price/earnings ratio of 24 on yesterday's share price.

## Johnston advances to £5.6m

Some measure of recovery has been shown by the Johnston Group of civil and mechanical engineers in 1985. Pre-tax profits have moved up from £4.34m to £5.55m, with the bulk of the increase attributable to the civil engineering and road maintenance division.

The dividend for 1985 is raised to 7.5p net, from 7p. The final is 5.25p.

As to the current year, the directors say internal operating budgets support the expectation of a further increase in profitability.

A split of the pre-tax profit shows: engineering and hydraulics £1.06m (£1.04m); civil engineering supplies £2.03m (£2.08m); civil engineering and road maintenance £2.46m (£1.34m).

**THE FOLLOWING** mergers are not to be referred to the Monopolies and Mergers Commission: the proposed acquisition of Home Charby by Ladbrooke, the acquisition of the Hoover company of the US by Chicago Pacific Corporation, and the proposed merger between TAC Construction Materials and Extermit Building Products.

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### Over-the-Counter Market

High	Low	Company	Price	Change	Yield	P/E	Fully
106	118	Ass. Brit. Ind. Ord.	132d	7.3	5.5	8.1	7.5
151	121	Ass. Brit. Ind. CULS	138	10.0	7.2	—	—
75	43	Airspung Group	72	6.4	8.9	12.0	15.7
46	33	Albright and Rhoden	56	4.0	12.5	12.0	12.0
177	108	Bardon Hill	174	—1	4.0	22.0	22.0
64	42	Bry Technologies	58	—3.9	6.7	7.1	8.2
201	136	CCL Ordinary	138	—12.0	8.7	3.4	3.2
150	80	Carbordium Ord. Pref.	145	—1	4.9	3.4	7.2
94	83	Carbordium 7.5p Pl.	95	—10.7	11.8	—	—
65	46	Deborah Services	55	—7.0	12.7	5.7	7.5
22	12	Desert Group	22	—	—	—	—
112	50	George Blair	112	—	—	4.6	8.3
68	20	Ind. Precision Castings	62	—3.0	4.6	16.4	13.7
22	16	Iais Group	15	—10.0	9.5	12.5	18.6
22	101	Ind. Services Group	120	—5.0	4.5	—	—
345	228	James Burrough	342	—15.0	4.4	10.8	10.8
88	65	James Burrough SpcPl.	97	—12.9	13.3	—	—
92	52	James Burrough SpcPl.	90	—12.9	4.5	7.5	—
1220	570	Minchouse Holding NV	1020	+10	5.9	4.6	4.6
82	32	Robert Jenkins	70	—	—	9.1	20.0
34	28	Scruttons "A"	30	—	—	—	7.7
370	320	Trovian Holdings	330	—5.0	7.2	3.5	4.2
53	25	Unlock Holdings	53	—2.1	4.0	14.4	14.1
175	93	Walter Alexander	175	—8.6	4.9	8.9	12.1
225	195	W. S. Yates	200	—17.4	8.1	5.7	9.6

New issue April 9, 1986 - This advertisement appears as a matter of record only.

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## London and Manchester in £27m cash call

By Eric Short

London and Manchester Group is to raise £26.9m through a rights issue of 3,320,945 shares at 730p per share on the basis of one new share for every six existing shares. The new money is being raised primarily to finance future growth.

The group is also proposing a three-for-one capitalisation issue following the annual meeting on May 28, with dealings in the new shares expected to start on June 2.

L & M points out that between the end of 1981 and the end of 1985, life and pensions premiums increased from £57.2m to £88.2m, single premiums from £23.9m to £44.1m and shareholders' profit from £2.9m to £6.6m. Its market capitalisation rose from £57.1m to nearly £200m and shareholders' funds from £9.6m to £43.2m.

The move appears to give both Mr. Nesbitt and W. H. Smith what they want.

Our Price will get the financial backing it needs to expand its operations, while W. H. Smith not only eliminates a key competitor but also achieves part of its new strategic aim of establishing a series of specialist satellite stores to

WHEN Mr. Garry Nesbitt was unable to buy a tape cassette on a Saturday afternoon in the West End in the early 1970s because most of the specialist record shops were shut, he did what most of us dream of doing but rarely achieve: he opened his own record and cassette shop selling the kind of music he wanted to buy and hoped others would as well.

His gamble paid off. Two years ago he brought Our Price retail chain to the stock market in a spectacular debut—captivating the interest of small investors—and yesterday agreed to sell his 130 stores to W. H. Smith in a deal worth £43.2m.

The move appears to give both Mr. Nesbitt and W. H. Smith what they want.

Our Price will get the financial backing it needs to expand its operations, while W. H. Smith not only eliminates a key competitor but also achieves part of its new strategic aim of establishing a series of specialist satellite stores to

covered that there was more to specialist retailing than simply opening up a specialist chain.

Smith decided last year that the buoyancy of the audio software market—especially the potential booming demand for compact discs—meant that it could expand its retail interests this year without harming the record and tape sales through its main chain, which accounts for just under 15 per cent of the business.

Consequently, in what Mr. Paul Deacon, a retail analyst with stockbrokers Wood Mackenzie describes as a "classic market segmentation exercise," Smith decided to develop its own specialist record shop chain, Sounds FX.

Sounds FX was seen as a direct competitor to Our Price

with plans for about 100 stores offering the same broad range and depth of stock as Our Price.

Smith, however, soon dis-

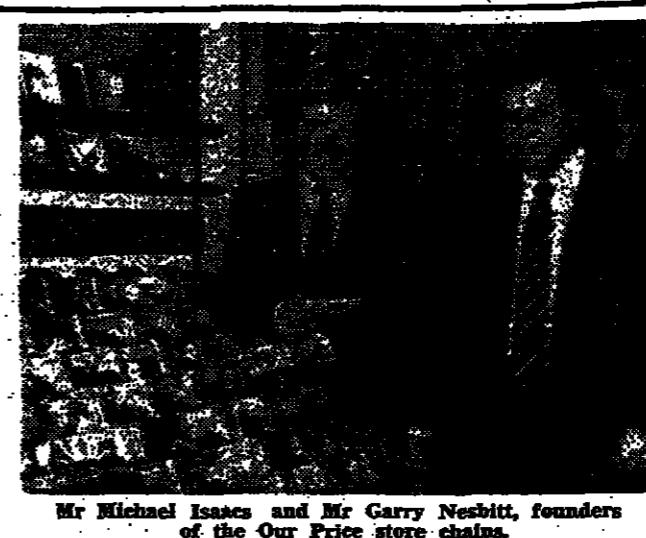
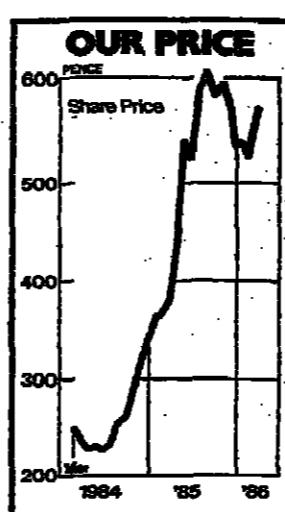
covered that there was more to specialist retailing than simply opening up a specialist chain.

To be successful, specialist retailers usually have at their head an entrepreneurial management team quick to exploit market opportunities and to provide a high degree of motivation for staff.

To its credit, the W. H. Smith management quickly realised its mistake and aborted the Sounds FX operation earlier this year.

This, however, significantly narrowed its options. It had previously acquired a specialist record retailer called Music Market with 20 shops but this was seen as more of a pop record and tape retailer rather than the range offered by Our Price.

Our Price had developed rapidly from Mr. Nesbitt's original Tape Revolution music store in Finchley, opened with funds borrowed from colleagues at Mecca Sportsman casino group where he worked. But the course of growth in special-



Mr. Michael Isaacs and Mr. Garry Nesbitt, founders of the Our Price store chain.

match the competition rather than lead with heavy discounting.

Our Price came to the stock market in 1984 at a time when the music industry was looking more buoyant than for a long time. Although long-playing record sales are in a long-time decline, cassette sales are booming, as a result of the growth of in-car stereo systems and the personal stereo equipment pioneered by Sony's Walkman.

But the cost of Our Price's expansion was to over-extend its borrowing, which left it with the option of either securing the finance for further expansion through a rights issue or seeking the security of a larger company.

Mr. Nesbitt decided to take the latter option. He says he much admires the W. H. Smith style of professional operation and counted Smith as his major High Street rival, even though the Woolworth stores have the largest market share with about 15 per cent of the market.



W. H. Smith has a 12 per cent market share and Our Price about 7 per cent.

Mr. Simon Horby, chairman of W. H. Smith, said yesterday that the Our Price acquisition would establish a complementary retail chain. "We see the market falling into three distinct segments."

Firstly, there is the mainstream business captured from our High Street shops. Then, there is the popular sales through our Music Market chain. And, thirdly, we now have Our Price with its specialist niche."

The only drawback to Mr. Horby's strategy, however, is that his move may spark off a chain reaction (to quote the recent Number One chart hit from Diana Ross) from other record retailers anxious to capture a share of a growing leisure market.

## Riley swings back into the black

**A SHARP** improvement by its snooker manufacturing activities, together with a reduction of over £1m in the losses of the Leisure Industries' offshoot, enabled Riley Leisure to swing back into the black in 1985.

The market operates on a 1 for 15 for assets to cover mortgage loans, that is £300m of loans should be backed by £20m of funds. Since the mortgage operation is independent of the life funds, the swing has to come from shareholders' funds. The market reacted by putting the share price 20p to 84p—still comfortably above the rights price.

The directors are now concentrating on building the recovery achieved in 1985 and look forward to making further progress during the current year.

The results for home snooker tables showed a big improvement over 1984's heavy loss but sales were disappointing.

**• comment**

On the face of it Riley seems to have staged a complete recovery in 1985. A closer look at these figures tells a different story. The core business—sales of billiards and snooker tables—in the UK remained relatively steady, although Riley is still cursed with the problem that limited capacity means that as soon as production is increased, overtime payments soar and margins suffer.

Revenue from snooker clubs was buoyed by the twin demons

of fruit machines and drink, as more and more of the clubs became licensed. Leisure Industries is still problematical, although the worst of its losses have already been stemmed. But the Far East, or rather a sudden craze for snooker in Hong Kong, leapt to the rescue and export sales generated half of these profits. The prospects for 1986 depend on how demand from the Far East develops.

Nonetheless a modest increase to £950,000 is expected, producing a p/e of 16 on yesterday's share price, down 2p to 59p. Borrowings remain a persistent problem. Even after the power sport disposal, Riley sports borrowings of £5m against net assets of £7.5m. In a sense, the balance sheet has been the company's salvation, as would be predators have been deterred by a glance at it.

## Amari expands in the US

By DAVID GOODHART

Amari, the UK distributor of semi-manufactured metals, has announced a further move into the US market with the purchase of 35 per cent of the distributor Al American Metals Inc, based in Philadelphia and New Jersey.

This deal follows swiftly on the heels of Amari's first US acquisition of Ontario Metal Supply of Mississauga, for which it paid £3.7m last month. The All American Metals takeover cost about £20.20m (£13.5m) and may be increased at a later date.

Mrs. Brenda Langley, the Amari finance director, said the other main shareholder remained Mr. Patrick Sweeney, the chief executive of the company. Mr. Sweeney is now going to join the board of Al American Metals.

The two US companies, com-

This announcement appears as a matter of record only.

April 1986



## UK COMPANY NEWS

## UB calls on Hanson to spell out Imps plans

By Martin Dickson

United Biscuits, which is bidding for Imperial Group against a rival offer from Hanson Trust, yesterday accused Hanson of failing to answer questions about its plans for Imperial, and it called on it to spell them out.

The row, contained in a letter from Sir Hector Laing, chairman of United to Lord Hanson, chairman of Hanson Trust, just four days before the final closing date of United's offer.

However, Mr Martin Taylor, a Hanson director, said the company had asked three times for a meeting with Imperial to discuss the future and had been rebuffed. Hanson, he said, had been given minimal information and believed it should speak to Imperial's managers before coming up with any grandiose plans.

Hanson yesterday bought some 15m more Imperial shares in the market. This, together with purchases on Monday, lifts its holding from 10.2 per cent to 13.6 per cent. It has announced acceptances for its offer covering a further 20 per cent of the shares, while United's combined purchases and acceptances were last put at 22 per cent.

Sir Hector claimed that the Hanson and United offers were not virtually identical, though capital values can and would change by a few pence on a daily basis.

He asked Hanson to spell out what cost savings it could make to Imperial's business other than through office overheads, what benefits it could provide to brand marketing and development or distribution and selling; and how Hanson would reduce its gearing to "more reasonable levels" and at the same time provide funds for the development of Imperial.

He said that US had demonstrated the positive commercial financial benefits of its offer for Imperial, "but even now you have remained silent."

**COLNE VALLEY WATER** is raising £10m through a £5m issue of 65 per cent redeemable preference shares 1992/94 and a £5m issue of 10 per cent debenture stock 1996/98. Both stocks are priced at par, with £10 per share and net balance of £10.35 per share on May 30. Preference shares are on offer by tender through Seymour Pierce. (Lists open April 15) and the minimum price the fully franked investment income return is 10.35 per cent. The yield on the debenture is 1 per cent over gilt edged stock.

NOTICE TO HOLDERS OF  
NISSHINBO  
INDUSTRIES, INC.2-1/2 Per Cent. Convertible Bonds  
due 1995

Pursuant to Clause 7 (B) and (C) of the Trust Deed dated April, 1983 under which the above Bonds were issued, notice is hereby given as follows:

On March 28, 1986 the Board of Directors of the Company resolved to make a free distribution of shares of its Common Stock to shareholders of record as of April 1, 1986 in Japan, at the rate of 61 new share for each share held.

2. Accordingly, the conversion price of the Bonds will be adjusted effective as of April 26, 1986 in Japan. The new conversion price, after giving effect to such adjustment, is Yen 82.00 per share of Common Stock and the adjusted conversion price is Yen 73.30 per share of Common Stock.

NISSHINBO INDUSTRIES, INC.  
By: The Bank of Tokyo, Ltd.  
as Depositary Agent.

Dated: April 8, 1986

## Lonrho is flattered by 'friendly' US stake of 20%

By Martin Dickson

MR "TINY" Rowland, chief executive of Lonrho, believes some 20 per cent of the company's shares are in American hands, with most of the stakes being built up in the past four or five months.

He told shareholders that while there was an awakening realisation by institutional investors of the merits of the company, Lonrho's share price was still undervalued in relation to the trading success and asset value.

Sir Edward gave no detailed profit forecast but said the group was trading well and hoped that the present year's profits would show its pattern of consistent growth was maintained.

Lonrho was hoping to double in size in the next three to five years, he added. It was intending to strengthen its links with the Far East because of the area's immense growth potential and was considering seeking a

knowledge of any plans for a takeover. It was "somewhat flattered" and not a little amused" by the American interest.

He told shareholders that while there was an awakening realisation by institutional investors of the merits of the company, Lonrho's share price was still undervalued in relation to the trading success and asset value.

Sir Edward gave no detailed profit forecast but said the group was trading well and hoped that the present year's profits would show its pattern of consistent growth was maintained.

Lonrho was hoping to double in size in the next three to five years, he added. It was intending to strengthen its links with the Far East because of the area's immense growth potential and was considering seeking a

quotation on the Tokyo Stock Exchange.

Lonrho, he added, had no plans to take over any other company, although it continuously researched suitable enterprises. It was investigating the possibility of buying Land Rover from BL, but had come to no conclusion.

Sir Edward reviewed Lonrho's strategy on the Government's offer to give the company a £10m advance last year to bid for House of Fraser, the stores group which was taken over by the Egyptian Al-Fayed family.

"There is no doubt that the unfairness of our treatment by Government and by successive Secretaries of state, a fact which is acknowledged on all sides except in Government itself, has seriously inhibited this company's development," he said.

Lonrho also announced a one-for-ten scrip issue. Its shares closed at 283p, down 6p on the day.

## EMAP buys six more titles

By David Goodhart

EMAP, the magazine and newspaper publisher, yesterday paid a net £2m for Scarborough and District Newspapers in a move which further underlines its shift away from retailing and printing.

The Scarborough group, which has six titles, made pre-tax profit of £262,000 on turnover of £2.74m in the year to March 1985. Emap has agreed to pay about £4.5m for the company but will inherit £2.5m cash in the bank which has been boosted by Scarborough's sale of its printers shares.

Emap has also written to shareholders explaining its decision to concentrate on publishing and exhibition activities.

The company grew out of local newspaper publishing but in recent years has diversified into contract printing and retailing which together last year

accounted for nearly one-quarter of turnover.

Then in September last year Emap sold its retail division, Readwell, to United Newspapers and last month pulled out of magazine printing with the sale of its Headset magazine printing division in Peterborough.

Mr Robin Miller, chief executive of Emap, said: "We decided that we weren't doing magazine printing very heavily and we either had to invest heavily or pull out."

Margins in publishing, he added, tend to be better than printing which is labour and capital intensive. "Publishing is about good ideas and we have been good at creating a kind of cottage industry atmosphere where the ideas flow," he said. Emap now owns over 60 magazine titles—20 of which have been created in the past 10 years and 40 bought.

Emap has also moved into the exhibition industry in the past two years which it claims has considerable synergy with its business magazines. "We now have 20 exhibitions which represents an annual turnover of about £10m and is a rapidly growing part of the group," said Mr Miller.

The company—which is likely to pass a turnover of £100m this year—is not leaving contract printing entirely. It is expecting to print editions of the new Independent newspaper on its modern presses in Peterborough or Kettering but such contract work is now incidental to its main strategy.

Emap will be paying for the Scarborough papers in two tranches. The first will be entirely cash and the second cash or shares. The exact price will depend on performance in the year ended April 5.

## IN BRIEF

**THE KUWAIT INVESTMENT OFFICE** disclosed yesterday that it holds 16.8 per cent of Britannia Arrow Holdings, the financial services group, which last month agreed to buy MIM, the fund management group, for about £45m. The KIO stake was bought from Guinness Peat, the financial services group, which failed in a £280m hostile bid for Britannia this year.

WPP, now run by former Satchi & Saatchi finance director Mr Martin Sorrell, and stockbroker Mr Preston Rabl, said last night it had won control of Promotions House, the sales, promotion, consultancy that it made a hostile £2m bid for last month.

WPP said that by yesterday morning acceptances had been received from holders of 12.8m shares (50.3 per cent), rising to 53 per cent by the end of the day.

Mr Alan Taylor, managing director of Promotions House, reiterated last night that he would resign as soon as the offer went unconditional. He said he could not speak for the views of his fellow senior staff.

## First Leisure

Lord Delfont, chairman of First Leisure Corporation, told yesterday's AGM that he was particularly encouraged by the trading results for the first four months of the current year and by the sales figures over the Easter holiday weekend.

He said he was sticking to his view expressed in the report and accounts that he looked to the year ahead with confidence.

Shareholders heard that the group's dancing operations had got off to a good start

value per 50p share rose from 47p to 56p as at February 28 1986. The interim dividend is raised from 4.25p to 4.75p net and stated half year earnings per share were 7.03p (6.3p). Revenue before tax was up from £442,212 to £507,926. The took £156,020 (£157,488).

**LONDON & PROVINCIAL** Shop Centres (Holdings) made lower pre-tax profits of £484,000 (£11m) for the half year to December 25, 1985. The fall arose because the group has ceased capitalising interest on £1.25m (£1.53m) for 1985. There is no dividend for the year (interim 3.1p). Loss per share was 41.77p (£1.28p) and 66.84p (£4.91p) after extraordinary charges £533,000 (£16,000).

**PHOENIX TIMBER**, the troubled timber importer, has seen the resignation of another director. He is Mr B. A. Ledger, and he follows the former chairman and managing director Mr Dennis Cook, who went last month. Mr Peter Quinn, the former chief executive of the Planet Group, took over on Mr Cook's resignation. Phoenix announced last month that it expected to make a substantial loss for the year despite an optimistic statement in December.

He said he was sticking to his view expressed in the report and accounts that he looked to the year ahead with confidence.

Shareholders heard that the group's dancing operations had got off to a good start

**SUNLEIGH ELECTRONICS**, manufacturer and distributor of optical equipment, reports pre-tax profits up from £179,316 to £188,056 for 1985. No dividend (24.45p) is being paid. Stated earnings per 10p share of this USM company were 0.45p (0.49p). Turnover for the year was £2.02m against £1.91m. There was an extraordinary credit of £5,888.

**BEAUFORD GROUP**, maker of heavy machine tools, raised pre-tax profits to £183,000 (£710,000) in 1985, on turnover of £9.68m (£9.39m). The took £327,000 (same) and earnings per 10p share were 15.1p (11.89p). A final dividend of 3.5p makes a total of 5.25p (4.45p) net. A one-for-one scrip issue is proposed.

The final dividend is 5.06p (4.55p) per share.

**INTERIM FERRY PICKERING**, Smiths Industries, Ayshires Metal Products, British Alcan, Aluminium, Cables, Etc., Fins, Packings, Huntingdon, Petroleum, S. Jerome, Peir, Assurance, Rio Tinto-Zinc, Sulphur-Sarco, Engineering, Stewart, Wrightson.

**LADBROKE INDEX** 1,390-1,394 (-14) Based on FT Index Tel: 01-427 4411

**The Colne Valley Water Company**  
(Incorporated in England on 18th June, 1873 by The Colne Valley Water Act, 1873)

## OFFER FOR SALE BY TENDER OF

£5,000,000

6% per cent. Redeemable Preference Stock, 1992/94

(which will mature for redemption at par at the latest on 31st December, 1984)

Minimum Price of Issue £100 per £100 of Stock

yielding at that price, together with the associated tax credit at the current rate, £9.50 per cent.

This Stock is an Investment authorised by Section 1 of the Trustee Investments Act, 1961 and by paragraph 10 (as amended in its application to the Company) of Part II of the First Schedule thereto.

The preferential dividends on this Stock, which will rank for dividends with the existing Preference Stocks, will be at the rate of 6% per cent. per annum without deduction of tax. Under the Imputation tax system, the associated tax credit, at the current rate of deduction Corporation Tax 25% of the distribution, is equal to a rate of 2.75% per cent. per annum.

Tenders for the Stock must be made on the Form of Tender supplied with the Listing Particulars and must be accompanied by a deposit of £10 per £100 nominal amount of Stock applied for and sent in a sealed envelope to National Westminster Bank PLC, New Issues Department, P.O. Box No. 73, 2 Princes Street, London EC2P 2BD marked "Tender for Colne Valley Water Stock" so as to be received not later than 11 a.m. on Tuesday, 15th April, 1986. The balance of the purchase money will be payable on or before Friday, 30th May, 1986.

Copies of the Listing Particulars, on the terms of which alone Tenders will be considered, and Forms of Tender will be available, for collection only, during normal business hours today and tomorrow from the Company's principal office, Blackwell House, Aldenham Road, Watford, Herts, WD2 2EY.

9th April, 1986.

## Syphon in agreed bid for Marshall's

By Terry Pevey

British Syphon has made an agreed £18.5m offer for Marshall's Universal for the latest move by Mr Bryan Morrell to expand by acquisition of paper-based activities.

Both Syphon and Marshall's also announced results yesterday for the 12 months to December. Syphon's pre-tax profits almost doubled to £2.1m (£1.07m) on a turnover of £6.5m (£2.3m). Earnings per share were ahead of 9.5p (6p restored for last year's scrip issue) and dividend paid was 3p (2.4p).

Marshall's has reported pre-tax profits of £1.3m (£0.8m) on a turnover of £5.0m (£2.65m). In the 1984 figures were £905,000 of pre-tax profits and £19.5m of sales through an East African operation sold during 1985. Earnings per share were 5.24p (4.02p) and the total dividend was an unchanged 2p.

The offer, 13 British Syphon shares for every 20 of Marshall's, has 3 of the bidder's shares for every 21. The target's pre-existing preference stock, has already been accepted by holders of almost 30 per cent of Marshall's shares. Among these are Syphon, with 13.6 per cent, financiers English Trust with 11.98 per cent.

In addition to the share offer there is a cash alternative, equivalent to 75p a Marshall's share, underwritten by English Trust. This part of the offer is only available until the first closing date on May 23.

## comment

On the assumption that this agreed bid was the 20 per cent or so of shareholder support needed for victory, Bryan Morrell's British Syphon will have put on more than £100m in turnover in less than two years. Last year's £5.5m (£2.65m) Lanes group acquisition contributed almost a third of group pre-interest profits of £4.9m. Having centralised the merchandising activities of East Lancs, Mr Morrell clearly believes that more volume can be pushed through the same channels—hence the acquisition of Marshall's. The target's side seems capable of standing on its own feet; whereas the motor components activities may see a more drastic approach. All this purchasing has done the group balance sheet no good and Mr Morrell could be back to the market for more before this year is out.

Momentum plus the English Trust are clearly on his side for the time being but inevitably even the dividend forecast could not prevent the shares slipping by 5p to 13p given the extent of the dilution.

## Astbury &amp; Madeley

Astbury & Madeley (Holdings), distributor for the engineering and plumbing trades, increased pre-tax profits from £1.5m to £1.87m in 1985. Turnover rose from £15.7m to £26.02m.

The pre-tax figure was based on a payment of £124,723 to former company director Miss Joyce Stevenson, who went into early retirement.

There was an extraordinary credit of £608,000, being the revaluation of group properties and the sale of a subsidiary, Cinderford Engineering, for £66,000.

The final dividend is 5.06p (4.55p) per share.

## BOARD MEETINGS

TODAY Interim Ferry Pickering, Smiths Industries, Ayshires Metal Products, British Alcan, Aluminium, Cables, Etc., Fins, Packings, Huntingdon, Petroleum, S. Jerome, Peir, Assurance, Rio Tinto-Zinc, Sulphur-Sarco, Engineering, Stewart, Wrightson.

**LADBROKE INDEX** 1,390-1,394 (-14) Based on FT Index Tel: 01-427 4411

**FUTURE PROSPECTS** — strong start to 1986.

— exciting expansion of development programme

**BONUS ISSUE** — proposed bonus of 1 for 5 ordinary shares.

**INVESTMENT PORTFOLIO** — net rental income in a full year now totals £2.5 million.

## Kwik-Fit lifts market share and makes £6.6m

extraordinary losses total £446,000 (£497,000).

A final dividend of 1.1p lifts the net total from 1.725p to 2.1p per share.

## ● comment

The rise in Kwik-Fit's share price from

## UK COMPANY NEWS

## London & Edinburgh tops £9m with 80% growth

BOOSTED BY the sale of the Billingsgate, London, property and the pre-leasing of the high technology facility in Bracknell, the London and Edinburgh Trust group of property developers and investors has lifted its pre-tax profit to £9.2m in 1985.

It is in line with the market's expectations and represents an 80 per cent advance over the previous year's £5.12m. And the current year has started strongly, the directors report.

Shareholders receive a dividend lift of 1.25p, with a final of 4.5p bringing the year's net total to 7.5p. They also get a scrip issue of 1-for-5 with the added promise that the current dividend will be maintained on the enlarged capital.

Two of the major contributors to the 1985 record results were Billingsgate, the sale of the Old Market Building to Giffordson, and the subsequent disposal of the interest in the 185,000 sq ft twin office towers, let to Samuel Montagu.

And at Waterside Park, Bracknell, with the pre-leasing of the entire 105,000 sq ft high technology facility to Hewlett

Packard at a record rent and the subsequent completion of construction works.

Turnover in the year surged from £33.8m to £72.06m and rents received from £1.11m to £1.44m. It is forecast that the substantial additions made during the year will increase net rental income to £2.5m in 1986.

Operating profit came to £7.31m (£4.36m with an additional £337,000 (£118,000) from associates). And there was net interest credited of £113,000, compared with a net charge of £471,000.

Available net profit is £6m (£3.98m) to give earnings of 31.6p (22.1p) or 30.4p (21.3p) fully diluted.

### • comment

The only question mark hovering over the group's property assets is the future disposal of the interest in the 185,000 sq ft twin office towers, let to Samuel Montagu.

And at Waterside Park,

emerge as successors to Billingsgate for 1986, and that Bill Bang and the group's plans for European projects will take care of the long term. In the short term, LET's financial wheeled have sent shock waves rippling through the property establishment this year. Selection of American imports in deep discount bonds and mortgage bonds should prove no exception. Having traded on its reputation as a rising star for so long, LET now needs to demonstrate maturity. Augmenting the asset base — from now onwards the company plans to retain one in five of its developments for rental — should help, as should broadening the income base by building up financial services, something that John Gunn's non-executive directorship will help.

Both shareholders would also welcome the dual objective of reducing LET's tax charge, which crept up from 20 to 28 per cent last year. With both Ropemaker Place and the ambitious Paris development filtering through to profits, the City expects £13.5m and a p/e of 18 for 1986.

## Second half decline only temporary says Newman Industries

Newman Industries, which was rescued through a refinancing three years ago, yesterday reported a sharp fall in second half profits but Mr Nigel McLean, the chairman, was again adamant that this was "only a temporary decline in performance."

Second half profits tumbled to just under £500,000, leaving the result for 1985 down from a restated £5.1m to £3.1m — the first time in five years that profits had not moved ahead, said the chairman.

Group turnover was higher at £85.2m, against £83.1m, but generated a lower operating profit of £6.9m, compared with £7.8m.

In addition, tax of £1.7m (£2.3m), extraordinary costs of £0.1m (£0.2m) and the 0.5p final dividend promised with last year's rights issue — making a 0.8p total (nil) — left Newman with a retained loss of £0.6m compared with a £1.7m profit.

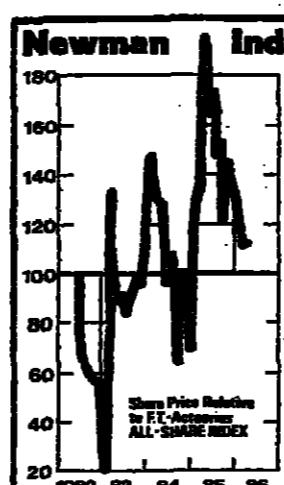
Newman, which makes engineered assembly systems, electric motors, castings and cooling equipment, was hit principally in the second half, by currency movements, quadrupled exceptional costs of £1.2m, and a lack of profitability from foundries.

Engineering and foundries lost 20.5m (profit 20.3m) and electric motors lost £1m (£1.6m). Interest charges were £2.6m (£2.4m).

However, during the year there were a number of significant achievements which have played an important role in securing the continued future growth and success of the company, despite our disappointing results," said Mr McLean.

### • comment

Newman Industries' confident interim statement produced



hopes for the full-year which were far from fulfilled by yesterday's disappointing results, and the shares shed another 4p to 28p. A downturn in Avdel's important US market held back the subsidiary's sales growth and the effect of exchange rate movements, resulting mainly in overseas sales, took about £1m off profits. The exceptional costs of restructuring, mainly in the motors division, was sharply up, while foundries suffered continued operating difficulties, the loss of overseas contracts, and a £400,000 warranty claim in the second half. Newman views these as one-off factors: Avdel is now moving ahead nicely, motors could reach breakeven at the trading level this year, and foundries should be back in profit. A good deal of recovery is already in the price, however, and the shares are buoyed as much by the sight of Suter's 7 per cent stake as by the prospect of a dramatic upturn.

## Ash & Lacy rises to £3m

A RECOVERY in the second six months of 1985 enabled Ash & Lacy to lift its full year profits from a depressed £2.87m to £3.01m pre-tax.

The directors expect the current year to show an improvement but say it would be unwise to assume that profits for 1986 will be as much as double the £1.83m returned for the second half of 1985.

They point out that the recovery in that period was partly

due to the closure of the galvanising plant at Blackwell and the Flospan relocatable building project at Bradley Heath, both of which were unprofitable.

A general improvement in most areas of the group also helped the recovery.

Turnover for the year improved to £34.93m (£32.61m). Earnings came through at 34.5p (32.8p) and a final dividend of 10.25p increases the total from 20p to 20.25p net.

Tax took £1.56m (£1.42m) and extraordinary items £204,000 this time. The group manufactures perforated metal, steel cladding and galvanised

## Bodycote ahead of forecast with £3m

Bodycote International boosted pre-tax profits from £1.76m to £3.05m in 1985, against a forecast of more than £2.8m made at the time of the rights issue in November. As predicted, there were improved contributions from all divisions.

The final dividend is the forecast £3.5p for a net total up from 4.5p to 6p per 25p share on the increased capital.

Stated earnings per share rose from an adjusted £1.49p to

## All-round growth for L&C Advertising

SUBSTANTIAL growth has been shown by the London and Continental Advertising Holdings group in 1985, with turnover ahead from £17.64m to £20.66m, and profit before tax surging from £1.8m to £3.5m.

The figures include a full 12 months of London and Provincial Posters, and almost seven in 1984, and Paddington Posters which was acquired in July 1985. In respect of this the comparisons have been adjusted in accordance with merger accounting principles.

In view of the results and the present trading position the dividend is lifted to 2.25p net per share, with a final of 1.6p. In 1984 there was a single 1.6p payment. In June of that year the group obtained a full listing after spending nearly four

years on the USM. After three years of earnings growth of more than 40 per cent a fourth cannot be expected and this year progress is more likely to track growth in the advertising market overall.

Mr John Golfar, the chairman, reports that all parts of the group traded most satisfactorily. Further substantial progress was made in the reorganisation and rationalisation of London and Provincial Posters.

Group operating profit in the year almost doubled to £4.44m but is subject to increased interest charges of £928,000 (£562,000). Tax takes £1.49m (£372,000).

The company says all subsidiaries achieved a high level of capacity and currently had good order books. Increased capital spending programme has been审慎 for all divisions, the major part of which will be funded from the rights issue proceeds (£2.7m net) with the balance from resources.

There has been a further marked reduction in the level of gearing.

## Westwood Dawes sets sights on growth

Westwood Dawes, mechanical handling engineering group, has earned a profit of £26.006 in the second half of 1985 to give a total of £102.006. This is the first surplus for a number of years and compares with the £82.500 loss last time.

Following the share placing and rights issue in February 1985 and the injection of further funds a year later, the directors are looking for expansion. In order to conserve cash resources they have decided against a return to dividends at this stage.

After this year's capital injection, Mining and Allied Investments, registered in Jersey, holds 28.77 per cent of Westwood Dawes and has two representatives on the board.

The directors say the company is in the strongest financial position it has been in for many years. They intend to expand the operational base by organic growth and suitable acquisitions.

## BASE LENDING RATES

ABN Bank	11%	Grindlays Bank	11%
Allied Dunbar & Co.	11%	Guinness Mahon	11%
Allied Irish Bank	11%	Hambros Bank	11%
American Express Bk	11%	Heritable & Gen. Trust	11%
Amro Bank	11%	Hill Samuel	11%
Henry Astorbank	11%	C. Hoare & Co.	11%
Associates Cap Corp.	11%	Hongkong & Shanghai	11%
Banco de Bilbao	11%	Johnson Matthey Bks	11%
Bank Hapoalim	11%	Knockwood & Co. Ltd.	11%
Bank Leumi (UK)	11%	Leeds Bank	11%
Bank of Ireland	11%	Edward Manson & Co.	11%
Bank of Cyprus	11%	Meghraj & Sons Ltd.	11%
Bank of India	11%	Midland Bank	11%
Bank of Scotland	11%	Morgan Grenfell	11%
Banka Belga Ltd.	11%	Moum Credit Card Ltd.	11%
Barclays Bank	11%	National Bk of Kuwait	11%
Beneficial Trust Ltd.	12%	National Girobank	11%
Brit. & Mid. East	11%	National Westminster	11%
BNP	11%	Northern Gen. Trust	11%
BNP Paribas	11%	Portuguese Tbk	11%
Canada Permanent	11%	PR Finans Intl. (UK)	11%
Cayzer Ltd.	11%	Provincial Trust Ltd.	11%
Cedar Holdings	13%	R. Raphael & Sons	11%
Charterhouse Japhei	11%	Rothschild & Sons	11%
Citibank NA	11%	Royal Bank of Scotland	11%
Citibank Savings	11%	Royal Trust Co. Canada	11%
Clydesdale Bank	11%	Standard Chartered	11%
C. O. C. Co. Ltd.	11%	Traders Savings Bank	11%
Commer. Bk. N. Amer.	11%	United Bank of Kuwait	11%
Consolidated Credit	11%	United Microbank	11%
Continental Trust Ltd.	11%	Westpac Banking Corp.	11%
Co-operative Trust	11%	Whiteaway Laidlaw	11%
The Cyprus Popular Bk	11%	Yorkshire Bank	11%
Duncan Lawrie	11%	Members of the Accepting House Committee	11%
E. T. Trust	12%	7.50% - 7.60% - 7.70% - 7.80% - 7.90% - 8.00% - 8.10% - 8.20% - 8.30% - 8.40% - 8.50% - 8.60% - 8.70% - 8.80% - 8.90% - 9.00% - 9.10% - 9.20% - 9.30% - 9.40% - 9.50% - 9.60% - 9.70% - 9.80% - 9.90% - 10.00% - 10.10% - 10.20% - 10.30% - 10.40% - 10.50% - 10.60% - 10.70% - 10.80% - 10.90% - 11.00% - 11.10% - 11.20% - 11.30% - 11.40% - 11.50% - 11.60% - 11.70% - 11.80% - 11.90% - 12.00% - 12.10% - 12.20% - 12.30% - 12.40% - 12.50% - 12.60% - 12.70% - 12.80% - 12.90% - 13.00% - 13.10% - 13.20% - 13.30% - 13.40% - 13.50% - 13.60% - 13.70% - 13.80% - 13.90% - 14.00% - 14.10% - 14.20% - 14.30% - 14.40% - 14.50% - 14.60% - 14.70% - 14.80% - 14.90% - 15.00% - 15.10% - 15.20% - 15.30% - 15.40% - 15.50% - 15.60% - 15.70% - 15.80% - 15.90% - 16.00% - 16.10% - 16.20% - 16.30% - 16.40% - 16.50% - 16.60% - 16.70% - 16.80% - 16.90% - 17.00% - 17.10% - 17.20% - 17.30% - 17.40% - 17.50% - 17.60% - 17.70% - 17.80% - 17.90% - 18.00% - 18.10% - 18.20% - 18.30% - 18.40% - 18.50% - 18.60% - 18.70% - 18.80% - 18.90% - 19.00% - 19.10% - 19.20% - 19.30% - 19.40% - 19.50% - 19.60% - 19.70% - 19.80% - 19.90% - 20.00% - 20.10% - 20.20% - 20.30% - 20.40% - 20.50% - 20.60% - 20.70% - 20.80% - 20.90% - 21.00% - 21.10% - 21.20% - 21.30% - 21.40% - 21.50% - 21.60% - 21.70% - 21.80% - 21.90% - 22.00% - 22.10% - 22.20% - 22.30% - 22.40% - 22.50% - 22.60% - 22.70% - 22.80% - 22.90% - 23.00% - 23.10% - 23.20% - 23.30% - 23.40% - 23.50% - 23.60% - 23.70% - 23.80% - 23.90% - 24.00% - 24.10% - 24.20% - 24.30% - 24.40% - 24.50% - 24.60% - 24.70% - 24.80% - 24.90% - 25.00% - 25.10% - 25.20% - 25.30% - 25.40% - 25.50% - 25.60% - 25.70% - 25.80% - 25.90% - 26.00% - 26.10% - 26.20% - 26.30% - 26.40% - 26.50% - 26.60% - 26.70% - 26.80% - 26.90% - 27.00% - 27.10% - 27.20% - 27.30% - 27.40% - 27.50% - 27.60% - 27.70% - 27.80% - 27.90% - 28.00% - 28.10% - 28.20% - 28.30% - 28.40% - 28.50% - 28.60% - 28.70% - 28.80% - 28.90% - 29.00% - 29.10% - 29.20% - 29.30% - 29.40% - 29.50% - 29.60% - 29.70% - 29.80% - 29.90%	

## FT LAW REPORTS

## Argyll fails to stop Guinness bid for Distillers

ARGYLL GROUP PLC AND OTHERS v DISTILLERS CO PLC  
Outer House of the Court of Session: Lord Jauncey: April 4 1986

ABUSE OF dominant position in the Common Market does not arise out of merger between two companies unless it would lead to a significant and abnormal alteration in the level of competition, attributable only to exercise of dominant position. And, in proceedings against the companies to stop an alleged anti-competitive merger, the court will not make an interlocutory order restraining them from taking steps towards merger if, on the information before it, it doubts the existence of a dominant position or an abuse.

Lord Jauncey so held in the Outer House of the Court of Session in Edinburgh when refusing an application by Argyll Group and its subsidiary, Amalgamated Distilled Products plc, for an interim order restraining Distillers Company plc and Guinness plc from taking steps towards a merger.

The application came before Lord Jauncey at the interim stage of an action to interdict the merger as being contrary to EEC competition law. It was made *ex parte* in the Scottish sense that information was laid before the court unaccompanied by affidavits. Distillers, having lodged caveats, was entitled to be heard.

Article 86 of the Treaty of the European Economic Community (EEC) provides: "Any abuse of a dominant position within the common market or in a substantial part of it shall be prohibited . . .".

Lord Jauncey said that Argyll and Guinness had both made takeover bids for Distillers. April 18 was the final day for acceptances.

Argyll owned two malt distilleries which were not in production. It also sold whisky blended to its own order in Belgium and elsewhere.

Guinness owned Bells, which distilled and blended Scotch whisky. Bells owned five malt distilleries.

There were 117 malt distilleries in Scotland of which 94 were in production; of these 84 distillers owned 24, 21 of which were out of production.

the Belgian product market, for turned to the defendant within undue difficulty. A further 12 distilleries owned by others were also out of production.

Argyll maintained that the proposed merger would amount to a contravention of article 86 of the EEC treaty in its effect on the market for malt fillings in the UK; and in its effect on the market for blended whisky in Belgium.

"Malt fillings" were the malt whiskies acquired by blenders to make the appropriate blend.

Since most blended whiskies contained a number of different malt fillings it was normal in the trade for distillery owners to swap malt fillings rather than pay cash.

Assuming, however, that it was in a dominant position, the question was whether there had been a change of that position within article 86.

That a merger of two undertakings could per se amount to an abuse by one of them of its dominant position was established in *Continental Look* [1978] 2 CMLR 199. But looking at other cases it seemed reasonably clear that something more than mere alteration, albeit measurable, in the level of competition was required before the event producing that alteration could be categorised as an abuse — see *Commercial Solvents* [1984] 13 CMLR 309; *Michelin* [1985] 42 CMLR 528; *Felizantes Dock and Railway Co* [1976] 2 CMLR 655.

From those cases it was taken that an abuse for the purposes of article 86 must be constituted by some act which had a significant and abnormal effect on the market, to the extent that the degree of competition was not only altered thereby, but was distorted in a manner which could only be achieved by the exercise of a dominant position.

They must first identify the products market, and the geographic area in which the undertaking was said to be dominant. They must then demonstrate that the undertaking was in fact in a dominant position; that there had been an abuse of that dominant position; and that such abuse affected trade with member states (see *United Brands* [1978] 1 CMLR 429).

In the present case no question arose as to the products and geographic markets in relation to the market fillings and, having regard to the high concentration of Scotch whisky in Belgium, it was justifiable to proceed on the basis that

It was not in dispute that article 86 conferred rights on persons who might suffer loss as a result of its abuse. However, such persons must establish a dominant position before they could successfully invoke the article.

The court was informed that the costs incurred by Guinness in connection with its bid had been enormous. If both bids proceeded, Argyll's was accepted, Argyll lost nothing by not obtaining interim interdict. If Argyll's bid failed, it is possible to act as competitor and operator in the two markets and appear minor in comparison with that sustained by Guinness in the event of its being prevented from presenting its offer.

If the merger were ultimately held to be an abuse, Argyll could probably recover any quantifiable loss by way of action for damages (see *Garden Cottage Foods* [1984] 1 AC 130).

\*

Having regard (1) to his doubts as to whether Argyll had made out a *prima facie* case for Distillers being in a dominant position in the relevant markets; (2) to his doubts as to whether, if Distillers were in such a position, a proposed merger would constitute an abuse; and (3) to the possible consequences of granting or refusing interim interdict, Lord Jauncey concluded that the balance of convenience required that Argyll's motion be refused.

For Argyll: W. Prosser QC and Drummond Young (Dorman Jeffrey).

For Distillers: A. C. Hamilton QC (McGregor Donald and Moncrieff).

For Guinness: J. G. Milligan QC and D. A. O. Edward QC (W. and J. Burness).

By Rachel Davies

Editor

In re L. B. Holliday, FT March 25 1986 (Petitioners for Holliday (Holdings) were Marches and Co for Hetherington and Dempsey, York.

The Prospects for  
**TOURISM**  
in Britain

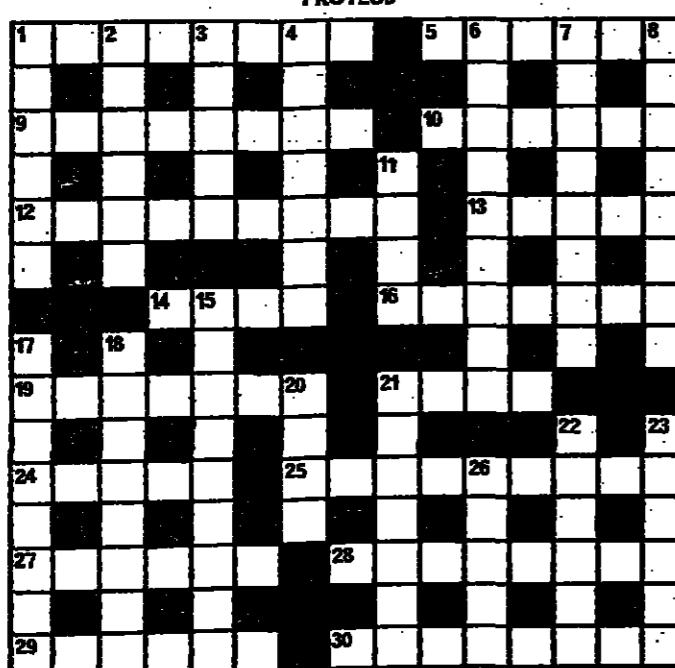
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22 & 23 April,  
1986

## FT. CROSSWORD PUZZLE No. 5,992

PROTEUS



ACROSS  
1 Legal officer who gets on in all weather (8)  
5 Sir, perhaps proving great success (3)  
9 Read about spreading of lies and quite understood (8)  
10 Novice putting cigarette out on bottle (6)  
12 Spring leading newly-wed from gaol? (9)  
13 Pope who had city connections apparently (5)  
14 Customary tax in part of crofter's cottage (4)  
16 He grumbles about old cab (7)  
19 Bit discontent when traveller had to dine out (7)  
21 Gospel gaining currency (4)  
24 Writer engaged in hugging or kissing (5)  
25 Large rat that sounds like a bow-legged bird (8)  
27 Choice delicacy bird tried to eat it seems (6)  
28 Urges underworld to acquire fine chisel (3-5)  
29 Bound to have elasticity (6)  
30 Taken up and checked (8)  
DOWN  
1 Cancels on account of scientific difficulties (6)  
2 Repeat this is just one ear of maize (6)  
3 Nothing bad about this fruit (5)

Solution to Puzzle No. 5,991  
1 TACQUIS, EVERMORE  
2 LAIN, LIES  
3 CLIMB DOWN POSES  
4 KNOLE ADO  
5 ONCE BONGWRITER  
6 VILLAGNA  
7 GROWTHY RAIDER  
8 SURN  
9 EDITED, SUPPORTED  
10 ERGONIA  
11 BALANCED, TERN  
12 ANTHONY STREETER  
13 TIGER, GENE  
14 EINMORE CANTATA

4 Always set out to achieve the highest pinnacle. (7)  
6 Sick jokes resulting from bad temper? (3-6)  
7 Drink that may prove hard to take (8)  
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Sentinel Funds Management Ltd

30 Crayford London EC1V 2AY

América Fund

19.0

Eurostar Fund

38.0

Emergent Fund

7.0

International Fund

37.0

Tech &amp; G Fund

30.0

Sovereign Fund

11.7

Sector Income Fund

11.7

Special Fund

31.2

UK General Fund

34.5

Standard Life Trust Mgmt. Ltd

100.0

Sector Income Fund

20.0

Income Fund

20.0

Accum. Units

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Accum. Units

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Standard Life Trust Mgmt. Ltd

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Sector Income Fund

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Standard Life Trust Mgmt. Ltd

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Sector Income Fund

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Activa Life Assurance Co Ltd

01-033 3003

Life Funds (Accumulating)

10.0

Accum. Fund

12.5

Emergent Fund

12.5

International Fund

37.0

Tech &amp; G Fund

30.0

Sovereign Fund

11.7

High Inc. Fund

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Emergent Fund

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Tech &amp; G Fund

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Sovereign Fund

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Accum. Fund

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Emergent Fund

11.7

Tech &amp; G Fund

30.0

Sovereign Fund

11.7

Accum. Fund

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Emergent Fund

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Tech &amp; G Fund

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Sovereign Fund&lt;/div



## COMMODITIES AND AGRICULTURE

## Oil prices see-saw in volatile markets

By Dominic Lawson

**OIL MARKETS** on both sides of the Atlantic fluctuated wildly yesterday as traders attempted to weigh up the impact and possible duration of the Norwegian offshore oilworkers strike, and the simultaneous re-entry of the Soviet Union as a seller in the European spot market.

UK North Sea Brent for prompt delivery opened at around \$15 a barrel, more than \$1 above Monday's close and 50 per cent up on last week's record low of under \$10.

But as it became clear that there were still some 10 cargoes of unsold Brent crude available for prompt delivery, sellers were forced to consider prices as low as \$14 a barrel.

Non-Brent shipments, having traded as high as \$14.40 in the morning, saw a continuous decline down to \$13.50. The main fear was that producers such as Mexico, Egypt and the Soviet Union would fill the gap left by a cessation of the Norwegian output of 900,000 barrels a day, and that the inevitable subsequent return of Norwegian oil would see an even fiercer price war in May.

Nigeria conceded yesterday that it was producing at 1.6m b/d, 300,000 b/d over quota, but claimed that it would not produce more to take advantage of the Norwegian strike, which the Norwegian Government is unwilling to end by compelling arbitration.

On the New York Mercantile Exchange May contracts for West Texas crude fell by \$1.33 to \$13 a barrel with falls of over 90c for later months. Mr Peter Beutel, oil analyst at Rudolf Wolff in New York said: "Traders are looking for any excuse to take profits after five uninterrupted days of price rises. The market is very nervous and volatile."

The US market's volatility was in large part due to a continued confusion as to the view of the US Administration on the desirability of very low oil prices. Mr Donald Hodel, the Secretary of the Interior and former Energy-Secretary, insisted yesterday that the Administration should do nothing to protect the US domestic oil industry, adding: "We have got to withstand the impulse to come in and tamper with the market."

This seems a veiled attack on Mr George Bush, the Vice President, who has been arguing that the US should protect its domestic industry for national security reasons.

Mr Bush appeared yesterday to be trying to talk the oil price up. Speaking in Bahrain, he said that market forces will make oil price rises and that "some sort of recovery is essential."

## WEEKLY METALS

All prices are supplied by Metal Bulletin.

**ANTIMONY:** European free market, 99.8 per cent, \$ per tonne, in warehouse, 2,710-2,750.

**BISMUTH:** European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 2,90-3,30.

**CADIUM:** European free market, min. 99.95 per cent, \$ per lb, in warehouse, ingots, 0.91-0.95, sticks, 0.93-0.98.

**COBALT:** European free market, 99.5 per cent, \$ per lb, in warehouse, 6,81-6,90.

**MERCURY:** European free market, min. 99.99 per cent, \$ per flask in warehouse, 225-240.

**MOLYBDENUM:** European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 6,15-6,25.

**TUNGSTEN ORE:** European free market, standard min. 65 per cent, \$ per tonne unit WO, cfr. 50-55.

**VANADIUM:** European free market, min. 99 per cent, \$ per flask in warehouse, 225-240.

**URANIUM:** Nucleco exchange value, \$ per lb UO<sub>3</sub>, 17.25.

## World Bank's warning to copper industry

By STEFAN WAGSTYL

THE COPPER industry faces a decade of steady but unspectacular growth according to a draft report from the World Bank due to be published later this year.

The bank predicts that copper consumption in the Western world will grow by 1.9 per cent annually in the years 1983 to 1995, rising from 7.19m tonnes to 9.02m. Mine production is expected to grow at 0.8 per cent over the same period from 6.53m tonnes to 7.17m tonnes.

Fees should stay at their present low levels for some time in real terms says the bank. The US dollar equivalent of the London Metal Exchange price could be 96 cents a pound in 1990 and 135.6 cents in 1995. But after allowing for inflation, this would amount to 65.4 cents a pound in 1990 and 73.9 cents in 1995 (in constant 1985 dollars).

These projections are the bank's base forecasts, reflecting its view of what is most likely to happen. They are based on the assumption that economic growth in industrialised countries will average a

## Miners' strike threatens Australian coal exports

By PATRICIA NEWBY IN MELBOURNE

**COAL EXPORTS** from some Australian ports will be disrupted from tomorrow following the decision yesterday by mass meetings of coal miners in New South Wales to strike for seven days in support of pay claims.

The rest of the country's 30,000 coal mine workers are expected to join them by the end of the week and another seven day national stoppage has been called for the week beginning next Wednesday.

Australian mines about 120m tonnes of coal a year and its exports are around 100m tonnes, making it the world's biggest exporter of both steam and coking coal, with Japan being by far the largest market.

Coal is the country's biggest export income earner and an important major source of revenue for state governments through rail and port handling charges.

After three years of comparative peace in the coal industry the current round of industrial strife is looming as one of the most serious ever. The last major strikes were in 1981 when the coal industry was still booming.

Pay negotiations have been going on since before Christmas. The miners were seeking a 30 per cent pay rise based on improved productivity in the industry. The Minister for Industrial Relations, Mr Ralph Willis, intervened last month and chaired two days of meetings between the parties which appeared to reach basic agreement.

The coal owners offered a package which included a 3 per cent pay rise worth around 10 per cent and improved conditions including an extra five days sick leave which would be paid out in cash if agreement if a mine did not use it. However, the union leadership yesterday recommended strike action be taken

because of lower oil prices.

Japan will be able to use Australia's poor industrial relations as a weapon in the current Australia-Japan negotiations over 1986 steaming coal contract prices and tonnages.

The devaluation of the Australian dollar over the past year has helped some miners climb back into profitability, but the

situation is fragile. The Australian Coal Association, which represents employers, estimates the cost of the strike in lost production at A\$20m a day.

Coal stockpiles at ports have been eroded by the traditional three-week Christmas holiday break, followed by the seven-day miners strike in February and the traditional 10-day Easter break.

There are already two ships waiting off Newcastle which will not be loaded and another seven are due within the week.

Queensland port stockpiles are probably sufficient to withstand a seven day stoppage at the mines.

At this stage the outlook for a quick settlement looks gloomy. No further talks between the parties are scheduled. The union hard liners appear to have won the day over more moderate elements and coal proprietors are standing firm on their settlement terms because they say the industry cannot afford big pay rises at this time.

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Mr Ignaz Kiechle, West Germany's Agriculture Minister

such as 6 per cent. It is rare that a request by a community member whose currency has been devalued, for a cut in MCA, is turned down in Brussels.

Bonn has responded to these

broad fears by promising to make national state aids available to German farmers should they be seriously affected. Agriculture Ministry officials say this would probably involve increasing the number of farms eligible for extra aids because they are deemed to be in "disadvantaged" areas. The president of the German Farmers' Association, Mr Constantin Freiherr Von Heereman, yesterday called for a national farmers' programme to help German farmers and said this should include efforts to relieve some farmers of their debt.

Bonn is particularly keen to try to soften, if not head off altogether, likely British demands for price cuts. Mr Kiechle will try to convince London that price cutting will not help solve the Community's fundamental agricultural problem — surpluses.

Instead, Mr Kiechle and his officials have tried to work out a package of alternative measures to present in Brussels. These are not entirely new, but involve trying on the one hand to encourage farmers to turn to crops in which there are no European surpluses, and on the other, to stop farming altogether. The Agriculture Ministry here believes it could "take out" 3m tonnes of cereals — from a West German average of 24m tonnes a year recently — in a "very short time."

This scheme would involve both the community and national governments paying compensation to farmers ready to stop commercial production on their land. Bonn's thinking at the moment is that the community could pay around 20 per cent of such compensation, putting the burden of compensation on national governments which would then be more likely to police such a scheme carefully.

The unease amongst German farmers, a very important political lobby for Chancellor Helmut Kohl's conservative coalition government as it approaches a general election next January, and new uncertainty about how the French will react to European Commission proposals to cut the prices of some produce of the devaluation of the franc to farmers.

West German farmers are anxious that a later readjustment of MCA's would give their French competitors a major price advantage, perhaps as

some produce is likely to make such a scheme work.

There could be a further dramatic increase in the state-owned companies' share of production since more cuts will come from privately-owned companies. With the exception of Zambia, state-owned companies are generally low-cost producers and are in a better position to survive even without government support.

The report warns that future industry production and investment decisions will require great attention to cost-competitiveness. "Because of sluggish demand, producers have been competing for survival."

Looking at the copper industry in individual countries, the World Bank says that US mine capacity will decline further from 1.45m tonnes at the end of 1985 to 1.05m tonnes by 1996, as many temporary closures become permanent and new capacity is limited.

Looking at consumption, the bank sees copper continuing to lose markets to other materials. Consumption is not expected to grow in industrialised countries, except Japan, but should increase in certain developing nations.

## LONDON MARKETS

THE LONDON coffee futures market was basically weak all day. A strong recovery in New York overnight meant that London values were "due" to rise somewhat more than \$100 a tonne at the opening but at its peak the July quotation only managed a rise of around \$20 soon after the opening and steadily slipped back from that level. And an easier opening in New York encouraged a continued decline which left July coffee \$4.50 down on the day at \$2,317.50 a tonne.

The industrial troubles may cause a shake-out in the industry by giving coal owners the chance to shed uneconomic operations although the process of permanent mine closures will be painful to both coal owners and workers.

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Dealers said the dull tone in the physical market remained one of the main factors weighing on prices. They thought roasters were hanging back awaiting a recovery in retail demand.

On the London Metal Exchange copper values moved lower under pressure from firmer sterling and the cash higher grade position closed 5.75 down on the day at \$2,067.50 a tonne. Other base metals were also lower with the exception of zinc, which managed a small rise as continuing bullish fundamentals were helped by news that Norzinc had declared force majeure on zinc and alloy shipments and that OECD European zinc stocks fell in

The 1,500-strong Kambalda workforce downed tools six days ago in protest at a redundancy package for 190 workers being laid off in a restructuring of the nickel operation. A revised offer made by the company on Monday was also rejected.

About 200 workers at the company held a 24-hour sympathy strike yesterday and about 300 miners at a Mount Magnet gold mine have also struck.

Western Mining is cutting its annual nickel production by about 10 per cent by closing five of its 11 Kambalda mines immediately and ceasing production at the South Windarra open-pit mine in three months' time. It produced 46,072 tonnes of nickel in the year ended last June.

The closures are in response to low nickel prices and rising production costs, including wages and a planned tax increase for companies providing employee housing.

Turnover: 18,750 tonnes.

## COPPER

Official closing (am): Cash \$68.5 (579.50), three months \$69.05 (510.00). Final Korb close: \$13.5-14.

Turnover: 18,750 tonnes.

## CATHODES

Official closing (am): Cash \$68.5 (579.50), three months \$69.05 (510.00). Final Korb close: \$90.00-91.00.

Turnover: 43,550 tonnes. US spot prices: 69.74-74 per pound.

## NICKEL

Official closing (am): Cash \$270.00 (270.50), three months \$270.50 (270.00). Final Korb close: 262.5-27.5.

Turnover: 12,700 tonnes. US spot: 18.25-20 cents per pound.

## ZINC

Official closing (am): Cash \$270.00 (270.50), three months \$270.50 (270.00). Final Korb close: 262.5-27.5.

Turnover: 1,062 tonnes.

## GOLD

Official closing (am): Cash \$448.5 (449.50), three months \$450.00 (449.50). Final Korb close: 460.00-470.00.

Turnover: 12,400 tonnes. US prime Western: 32.5-35.5 cents per pound.

## GOLD &amp; PLATINUM COINS

Official closing (am): Cash \$240.5 (240.50), three months \$240.50 (240.50). Final Korb close: 240.50-250.50.

Turnover: 5,678 (5,674) lots of 5 tonnes. ICO indicator prices (US cents per pound) for April: 21.70-21.75 (21.70-21.75); 5-day average for April: 21.72 (21.70).

## HEATING OIL 60,000 lbs

Official closing (am): Cash \$1.00 (1.00), three months \$1.00 (1.00). Final Korb close: 1.00-1.05.

Turnover: 306 (304) lots of 20 tonnes.

## COFFEE

Official closing (am): Cash \$1.00 (1.00), three months \$1.00 (1.00). Final Korb close: 1.00-1.05.

Turnover: 1,062 tonnes.

## SILVER

Official closing (am): Cash \$1.00 (1.00), three months \$1.00 (1.00). Final Korb close: 1.00-1.05.

Turnover: 1,062 tonnes.

## ZINC

Official closing (am): Cash \$448.5 (449.50), three months \$450.00 (449.50). Final Korb close: 460.00-470.00.

Turnover: 12,4

## CURRENCIES, MONEY and CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar falls sharply

The dollar weakened on the foreign exchanges yesterday, on technical selling after the realignment of the European Monetary System at the weekend, and speculation that the meeting of finance ministers and central bankers from the leading industrial nations in Washington will result in action to reverse the recent recovery in the dollar.

A meeting of ministers from the G-5 group in New York last September began the sharp fall seen in the dollar until early March. Over the last month the US currency has tended to recover however.

For most of trading the dollar fell 1.4% to 1.2850 from SF 7.4425 from FF 6.1761, FFR 1.9780 from SP 2.0120, and Y180 from Y18.70.

On balance of England figures the dollar's index fell to 118.7 from 120.4.

STERLING — Trading ranged against the dollar in 1985 to 1.5115 to 1.3720. March average 1.4851. Exchange rate index closed unchanged at 76.7, compared with 80.3 six months ago.

Sterling rose 1.5 cents to \$1.4665 from 1.4585 against 1.4332 against 1.427.6 against 1.427.5 six months ago.

The D-mark improved against the dollar in Frankfurt yesterday. The fall in the value of the dollar appeared to be largely technical, based on further large sales of D-marks by the Bank of France.

Against the dollar the French currency remained at its floor against the French franc after the realignment of the EMS at the weekend. Dealers estimated that the French central bank may have bought 180 francs 1bn, and 100 francs 1.5bn.

This was seen as a move to boost the economy through higher spending on public works, and adjustments in domestic interest rate regulations.

## POUND SPOT—FORWARD AGAINST DOLLAR

Day's spread Chf860

Close One month 2c. Three 3c. Six 4c. P.c.

US 1.4665-1.4805 1.4665-1.4705 0.51-0.60c pm 4.04 5.21-5.35pm 5.25-5.35

Canada 2.0315-2.0445 2.0315-2.0380 0.57-0.65c pm 6.68 6.85-7.00pm 6.82

Netherlands 3.87-3.93 3.87-3.98 2c. 1c. 2c. 2c. 2c. 2c.

Belgium 6.65-7.10 6.65-7.05 2c. 1c. 2c. 2c. 2c. 2c.

UK 1.3200-1.3240 1.3200-1.3275 0.51-0.60c pm 6.04 6.25-6.40pm 6.25

W. Ger. 3.43-3.50 3.43-3.44 2c. 1c. 2c. 2c. 2c. 2c.

Portugal 217-230 217-227 2c. 1c. 2c. 2c. 2c. 2c.

Spain 2.12-2.15 2.12-2.17 2c. 1c. 2c. 2c. 2c. 2c.

Italy 2245-2355 2251-2355 2c. 1c. 2c. 2c. 2c. 2c.

Norway 10.68-10.83 10.68-10.85 2c. 1c. 2c. 2c. 2c. 2c.

France 10.25-11.72 10.25-11.75 2c. 1c. 2c. 2c. 2c. 2c.

Denmark 1.25-1.28 1.25-1.30 2c. 1c. 2c. 2c. 2c. 2c.

Japan 264-265 264-265 1.46-1.47pm 6.40 6.77-7.00pm 6.77

Austria 24.08-24.50 24.08-24.14 14-12c pm 6.45 6.55-8.30pm 6.55

Switzerland 2.10-2.15 2.10-2.15 2c. 1c. 2c. 2c. 2c. 2c.

Belgian rate is for convertible francs. Financial rate 70.45-70.55. Six-month forward dollar 2.10-2.02 pm. 12-month 3.60-3.45c.

UK and Ireland are quoted in US currency. Forster and others are for the individual currency.

Belgian rate is for convertible francs. Financial rate 47.80-48.00.

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*Prices at 3pm, April 3*

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES





## SECTION III

## FINANCIAL TIMES SURVEY

# South Korea

## Ready for a major role on the world stage

By STEVEN BUTLER in Seoul

THE EMERGENCE of South Korea as a developed nation and as a mature member of the world community is now within sight, and the anxiety and anticipation are palpable.

That watershed is symbolised by 1988 — and the countdown has begun.

In 1988 President Chun Doo-hwan promises to step aside to make way for the first peaceful transfer of presidential power in Korea's history. Yet what lies after is shrouded in uncertainty. The political opposition has come of age and is pushing hard for democratic reform at a pace far beyond what the Government will allow.

The year 1988 will mark a coming out for the nation in another respect. The Seoul Olympics will draw international attention to Korea in a way it has never known. An intense awareness that Korea is putting itself on display affects almost every government decision and the government now cites the Olympics as a reason to postpone political debate.

Lying behind both of these events is a broader trend of history that now appears unstoppable. The recent upturn in the world economy has dramatically boosted the outlook for Korea's economic development. The years of good growth that promise to lie ahead will give Korea the means to correct basic structural weaknesses in the eco-



● SOUTH KOREA'S PRESIDENT CHUN: his country aims to become a world exporter in such industrial sectors as electronics and motor vehicles

North America are becoming

riding on the strength of its results speak for themselves. The economy expanded by 8.4 per cent annually between 1982 and 1984. Now,

This is a remarkable achievement for a nation that was utterly destroyed by war 35 years ago, and whose tragic division arbitrarily robbed the south of virtually all natural resources and industrial facilities.

It was left with nothing but native wit and sheer determination. Yet these have served Korea incredibly well.

Rapidly rising trade, of course, has provided the main impetus for expanding relations with the EEC. Bilateral trade in recent years has expanded by over 9 per cent annually, reaching about \$16 billion. Korea has become the world's 15th largest trading nation.

It is now recognised that as the Korean economy becomes larger and more sophisticated, the opportunities for trade and co-operation with the EEC will expand even faster, and that the historic and geographic factors that tied Korea to Asia and

North Korea has recently completed a massive forward redeployment of troops, reducing reliable early warning time for an attack from several days to several hours. Its low flying aircraft, helicopters, and small submarines could place thousands of troops behind South Korean lines, and there is little that can stop it.

**Military strength**

It has acquired new offensive weaponry from the Soviet Union — MiG-23 aircraft and Scud-3 missiles that can strike Seoul from Pyongyang.

If North Korea wishes to impose a military solution to the Korean conflict, it has only until the end of the decade to

try, after which it will be faced with an enemy whose strength will still grow and will far exceed each year. It would also be keenly like to deny South Korea the international prestige that comes from hosting the Olympics.

North Korea itself must now be calculating the risks of South Korea being able to march north in just a few years. The communist state now has the ability to launch a blitzkrieg war that could destroy a horrifying amount of what South Korea has achieved.

While the outcome of a war in Korea would by no means be certain victory by any measure, for North Korea, Pyongyang has acted in desperation before. This is a reminder to the nation of South Korea's politics. Mr Lee Ki-Baek, the defence minister, recently issued a powerful and eloquent appeal

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● Photographs by Glyn Genin and Hugh Routledge

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business questions  
down to earth?

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### Political scene

STEVEN BUTLER

SOON AFTER ex-President Ferdinand Marcos fled Manila, a pack of hungry journalists descended on Seoul and eagerly reported opposition pronouncements that South Korea would become the next Philippines, with the government brought to its knees in a display of people's power.

The government bristled at the idea, and with good reason. Even the wildest unsupervised charges of corruption in Korea pale beside what is known to have happened in the Philippines. By most standards, Korea has clearly had good government in recent years, providing for stability and continuing economic advances that have visibly improved the lives of nearly

them from attending meetings. The Government has since backed off and is trying to project a more conciliatory stance. Mr Chun's inability to win broader political support has puzzled many foreign visitors to Korea. Surely there are few heads of state in the world who receive so little credit from their own people for such an impressive slate of achievements.

Mr Chun took the helm of state when Korea was in its worst economic crisis in 20 years. The crew of economists that he recruited into the Government has engineered a remarkable turnaround. The President, with the powers of state heavily concentrated in his office, has engineered the political clout needed to back a set of policies that proved unpopular in virtually every sector of society. Today, few would question the wisdom of those policies.

Mr Chun has also followed an active course of foreign diplomacy that has vastly raised South Korea's international profile. This success has been aided by developments outside Korea, the opening of China, and the rise of sympathetic conservative leaders in Japan and the US. Mr Chun has retained an instinctive anti-Communism born from years in the Korean military and has taken steps to promote trade and cultural exchanges with Communist nations.

The President revealed an extraordinary steady hand in October 1983 when a bomb blast in Rangoon, believed to have been initiated by North Korea, killed 15 of his senior advisors and cabinet officials, missing by just five minutes its main target—Mr Chun himself. Mr Chun quickly rebuked his government and won international praise for restraining the impulse to take military reprisals against North Korea, which could easily have provoked a war.

Koreans who know the President personally describe him as a decisive man, and a quick learner. In private he can be informal and reflective, and can listen to criticism, although it is not clear how much he receives. He has easily won the loyalty of those who have worked for him, and his inner circle of advisers and supporters has been noticeably free of internecine strife.

Yet, this image of a likeable, intelligent man has utterly failed to find its way through the government-controlled media. Instead, many Koreans complain that the government's sugar-sweet propaganda about the president is an insult to their intelligence and there is growing resentment over clumsy government control on the press. Koreans complain about a president who appears remote and autocratic and sometimes out of touch.

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### Heavy-handed

Many intellectuals have turned against the government for its heavy-handed policies towards campus affairs. Professors' promotions will now be affected by their ability to prevent student demonstrations, something the professors feel is largely beyond their control. Many military men who found their way into the government come from poor farm families, and they have rubbed against Korea's traditional respect for educated, mandarin elites.

One ruling party member admits the President continues to be unpopular because of the burden of his rise to power. On the night of December 12 1979, Mr Chun, who was a general in the army, seized control of army headquarters in a shootout in Seoul. In May 1980 as protests grew against rising military influence over the government, then-General Park that ended 18 years of dictatorial rule.

This claim is hotly disputed by the opposition, which says the coup interrupted a long and sometimes halting process of democracy. The stains of blood have embittered many.

making it impossible for them to accept Mr Chun as their President, but the opposition is now less concerned with Mr Chun's rule than the shape of the government that will follow.

Mr Chun has promised South Korea an historic first—a peaceful, constitutional transfer of presidential power when his term of office ends in 1992.

Every other president in Korea has ended in an acrimonious, mass uprising, or military coup. This spring, the opposition has accepted Mr Chun's repeated promises and most Koreans expect that he will leave office as the constitution he promulgated requires.

Yet, the opposition believes a fair election cannot be held under the current constitution and that Mr Chun will be able virtually to name his successor. They have vowed an all-out struggle to amend the constitution before the next election to allow for a direct presidential election.

Mr Chun has yet to budge. He says that establishment respect for law and a tradition of peaceful transfer of power is far more important than instituting hasty democratic reforms, and in January he called for a moratorium on political debate until 1988 after his term of office expires, and after the 1988 Seoul Olympics. Mr Chun fears that a divisive debate on the constitution could lead to social unrest that would upset both these events.

The opposition sees in these arguments only a self-serving desire to maintain control over the succession. To allay these suspicions Mr Chun recently vowed that the ruling party would vouch for

constitutional reform in 1989 "if the people wish" and that any DJK presidential candidate would promise to step down while in office to allow for new elections under a new constitution.

Meanwhile, the question of constitutional reform could be studied in the national assembly and in a special presidential commission, which would choose a presidential system, a cabinet system, or a dual executive system, with authority split between a president and a prime minister.

The opposition rejected Mr Chun's offer, calling it a trick and some now accuse him of planning to run for office again under a new constitution.

The President's broadening of the debate beyond the question of the method of presidential election touched a sensitive nerve, because the opposition itself is deeply divided on the issue. Nothing has illustrated so plainly just how little political consensus Korea has, and nothing has thrown Korea's political future into greater confusion.

Just where the Korean people stand is still unclear. The results of last year's national assembly elections demonstrated that most people want political reform, but even some opposition leaders say privately they are willing to wait a few years if they can really achieve it. This clearly is not a sentiment that fuels the sort of mass demonstrations that brought down Marcos.

Still the anger is there and unpredictable events, or miscalculation by the government could provoke it.



Of the two opposition leaders, Kim Dae-jung is the one more associated with a long-time opposition stance. When he returned from a self-imposed exile in the US, his supporters crowded on to a Seoul street to welcome his airport bus.

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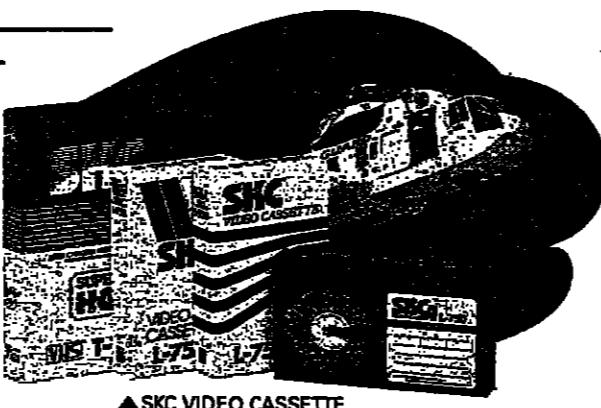
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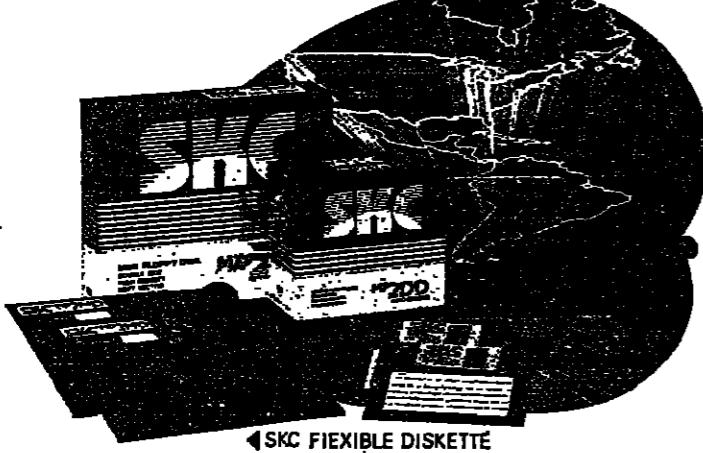
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## Brinkmanship game involves risks

### Rise of the Opposition

STEVEN BUTLER

SOUTH KOREA'S opposition burst upon the political scene last year like a sudden storm, and the thunder continues to grow. The new Korea Democratic Party made unexpected gains in national elections in February 1984, and has pressed forward aggressively on what it sees as a mandate for democratic reform.

So far, it has achieved little beyond drawing widespread domestic and international attention to its cause, and there is little wonder at that. The party won nearly 30 per cent of the national vote, compared to the ruling Democratic Justice Party's 35 per cent. A system of proportional representation gave the D.J.P. a majority in the assembly, and the NKDP does not have the votes to move forward again.

The party is also plagued by internal divisions—some based on personal factors and others on policy differences. Until recently the party's two main faction leaders, dissidents Kim Dae-jung and Kim Young-sam, controlled the party from the outside. Neither joined the party in the terms of a suspended sentence for sedition, and Kim Young-sam out of show of solidarity.

A defection of 12 MPs from the party to form an independent new conservative club, however, forced a change. Recognising that the party faced a crisis, Kim Dae-jung gave his reluctant blessing so that his sometime-rival, sometimeally Kim Young-sam could formally enter the party to give it backbone.

That has led to the opposition's stepped-up signature campaign for constitutional revision. Beseiged by internal problems and unable to press its case through institutional channels, the party turned to the public at large, where no one doubts, it still retains widespread support.

The opposition's cause has also been boosted by support from religious groups. The National Council of Churches and Stephen, Cardinal Kim Sou-

wan, chief prelate of the Roman Catholic church in Korea, have come out publicly in favour of an early revision of the constitution. Christians account for over one quarter of the population and their ranks are growing rapidly.

The two Kims, especially Kim Dae-jung, have pushed the party into a hard-line, confrontational stance against the government. Some minor-faction leaders, and younger party members, would like to accept half a loaf. They believe it possible to gradually move towards a fuller democracy in Korea—compromising with the government, building confidence and trust, and then pressing to move forward again.

Kim Dae-jung, the charismatic leader who returned from exile in the US one year ago, however, argues this strategy will fail. The Government will use piecemeal compromises to its own propaganda advantage, continually postponing meaningful reforms to an opposition sitting in the national assembly building in January as a case point.

### Assembly brawl

The opposition occupied the assembly to protest against detention warrants issued against seven opposition members in connection with an investigation into a brawl in the assembly in early December, when the ruling party passed the budget in a locked chamber without the opposition present.

Opposition MPs finally left the assembly and agreed to submit voluntarily to an investigation into a brawl in the assembly in early December, when the ruling party passed the budget in a locked chamber without the opposition present.

The opposition should have followed his advice and held out in the assembly for a withdrawal of the warrants and a government promise of no indictments. If police stormed the national assembly in an attempt to enforce the warrants, so much the better for the negative publicity that would have rained down on the government.

The opposition's only real weapons are unfortunately based on confrontation—the smother.

ability to provoke the government into actions that keep international criticism on Korea, and its implied ability to provoke social unrest.

Opposition leaders say publicly that they oppose anti-government student demonstrations, which have become increasingly violent over the past year. Demonstrations have persisted despite the jailing of hundreds of student leaders. Opposition members have called on students to stay out of the campaign to revise the constitution, and many are genuinely horrified by the emergence among students of a hard core of Marxist radicals, something new for Korea.

Yet, opposition members admit that student demonstrations help them. The government has to take into account student reaction when it moves against the opposition. In the threat of broader trouble, some argue, could force the government to compromise with a more moderate alternative.

Still, the opposition runs a risk in playing brinkmanship, that it could touch off a chain of events that runs beyond its control. The coup that brought President Chun to power was not a conspiracy, but a collective action by senior professional military officers. By all indications, the military continues to stand firmly behind the president and few doubt the ability of the army to restore order in a crisis.

This stark reality has dimmed hopes of rapid reform in Korea, despite the opposition's emphasis over events in the Philippines. In January, a normally boisterous Kim Dae-jung spoke sombrely. "This house is a kind of prison," he said. Police sometimes prevent him from leaving home, and when he does, he can't be sure without his usual senders and bouncers. He does not expect political freedom for years.

"The opposition does not have the ability to topple the government, or place the government into a position where it is difficult to continue," says one Korean political scientist. "They only have a vague idea of popular support."

The government will not give in just because the opposition pushes harder," says another.

## SOUTH KOREA 3

A combination of cheap oil, cheap money and the high-priced yen brings the prospect of a trade boom for several years ahead.

## Suddenly the gloom has lifted

### Economic scene

STEVEN BUTLER

**GLOOM USHERED** in 1985. Some forecasters had already resigned themselves to a second year of poor profits and rising unemployment. Newspapers openly ridiculed the Government's growth projections of 7 per cent for the year, based on a 10 per cent expansion in exports. Economic performance in 1985 had fallen below Government targets in every category.

Yet now, just months later, the gloom has vanished. An infectious enthusiasm has spilled into the stock market, where investors have fallen over each other bidding share prices to historic highs.

The reasons are simple: cheap oil, cheap money, and the high price of the Japanese yen. The three will combine to save Korea hundreds of millions of dollars on its trade and current accounts, and should rapidly boost overseas demand for Korean manufactured goods, particularly in Europe. Research organisations throughout Seoul and boost a vibrant, flexible

are busily raising their growth small and medium company projections for the year, with the Government now expecting 3 per cent.

The boom, which should continue for several years, means far more than just a run of good growth. That growth will provide the resources to correct fundamental structural problems that only a few months earlier had clouded the long-term outlook for Korea's economy.

Korea is expected this year for the first time to register a trade surplus and to balance its current account, removing one of the principal causes of the worrisome increase in the country's foreign debt, which hit \$16.7bn at the end of last year.

#### New resources

Several years of good corporate profits will give Korea the resources to pare down its bloated overseas construction industry, and to help banks write off bad debts that are measured in the billions of dollars. Government moves to restrict the expansion of highly leveraged big business groups, and boost a vibrant, flexible

improves the current account by \$1bn through a combination of a reduced import bill and stimulated exports. This calculation takes into account the expected sharp fall-off in construction revenues from the Middle East.

The arithmetic for all this is plain. South Korea's annual oil bill runs around \$8bn, equivalent roughly to a quarter of all imports and some 9 per cent of the gross domestic product.

The Korea Institute of Economics and Technology has calculated that each \$5 per barrel drop in the import price of oil

decline in rates could save Korea \$300m a year.

Yet also in the short run, exports to Europe are mushrooming ahead as the Korean won falls in value, with the peak hit in 1979, when business enthusiasm was fuelled by negative real interest rates.

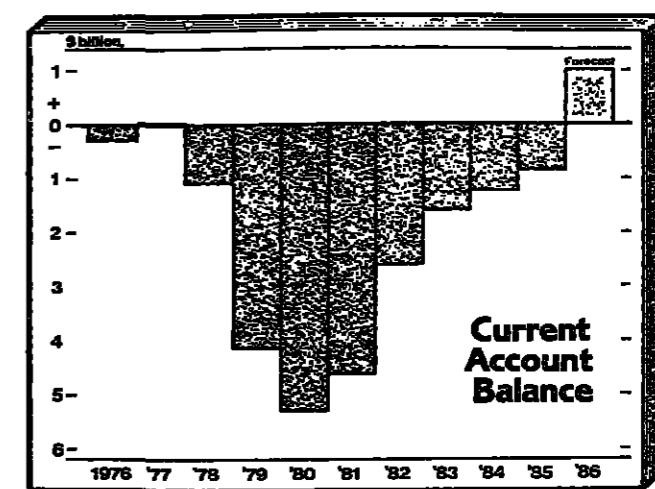
With the brakes applied hard on inflation by reducing the money supply, real interest rates have gone up sharply, leading businessmen to take a far more cautious attitude to investment, especially in recent years with export prospects uncertain. Now, despite the high rates, they are spending.

Exports to Japan should rise, and the high price of Japanese components and semi-finished goods will stimulate Korea's search for those goods in Europe and the US. That should in time help to reduce imbalances and alleviate trade frictions.

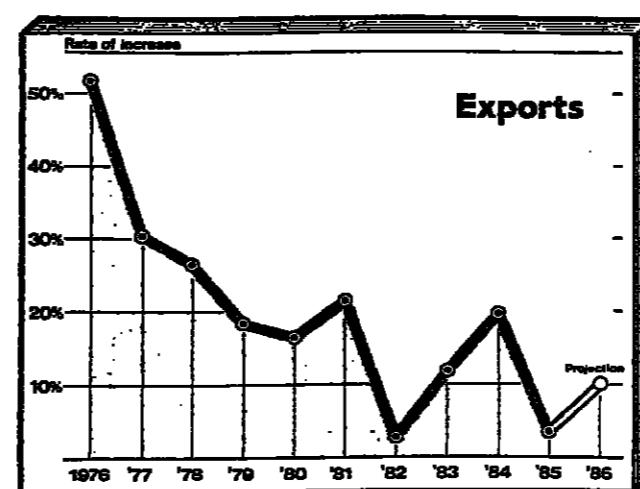
The rise of prices for imported components should also speed up plans to foster a local import-substitution industry for components. Already, surveys of companies are showing sharply increased plans to invest in new manufacturing facilities, a trend spurred along by new tax incentives.

This could be the most welcome news of all. In real terms, new manufacturing investment this decade has never reached the peak hit in 1979, when business enthusiasm was fuelled by negative real interest rates.

#### Current Account Balance



#### Exports



Throngs of shoppers in Myeongdong, Seoul's busiest shopping district, reflect the relative affluence which South Korea's progress has brought to its people. The new economic boom will provide resources to correct structural problems which only a few months ago had clouded the long-term outlook for the country's economy.

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#### More strength

All of this dreamlike news has emboldened Government economists to pick up, and to finish, the battle with a set of economic monsters left over from the days of high inflation and excessive government involvement in the economy in the 1970s.

Mr Kim Mahn-Je has refused

to bow to business pressures and lower interest rates sharply. Artificially reducing interest rates, he says, would inevitably roll back impressive recent gains made in boosting the national rate of savings, which he counts as one of his main achievements during his tenure as Finance Minister.

Business investment is now rising by itself, and Mr Kim prefers to force companies into capital markets if they want to expand. Rather than sacrifice the financial system once again on the altar of short-term growth, Mr Kim, and the new Finance Minister, Mr Chang In-Yong, will stimulate the economy by the early 1990s and put the financial system on a footing where it can stand without the constant stewardship of Government regulators.

The prospects for moving ahead in Korea have rarely looked better, and the determination to take the hard measures to get there never stronger.

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## SOUTH KOREA 5

Korea is looking beyond the Sea of Japan and the Pacific for new trade partners. The Government hopes the visit to Europe of President Chun, along with 30 businessmen, will give a lift to trade and technological relations.

## A new impetus for joint ventures

### Trade with Europe

ANDREW FISHER

**THE IMBALANCES** in Korea's trade with the US and Japan are measured in billions of dollars, numbers which are making the country's businessmen, politicians, and economists increasingly nervous.

As Korea has striven for constant industrial growth, so its exports have swelled into the over-saturating US market. They have sold textiles, ships, and a whole host of other consumer goods to price-conscious Americans. Recently they have entered the market for more advanced products such as video cassette recorders and cars.

The result was a trade surplus of \$4.2bn in Korea's favour last year, accompanied by a swelling volume of calls for curbs on the inflow of Far Eastern goods. Korea's neighbour, Japan, is also on the receiving end of US trade criticism.

But for the Koreans, Japan is the major source of imports, providing much of the machinery and technology behind its export surge into the US. Last year, Korea's trade deficit with Japan was \$3bn. As with the surplus in its US trade, Korea has become uneasily aware that this is just too much.

#### Wider markets

So Korea is now looking beyond the Sea of Japan and the Pacific for other trade partners. Its trade with Europe is already sizeable, but nowhere near the volume reached with both Japan and North America.

The Government is hoping that the current visit to Europe of its President, along with Ministers and some 30 businessmen from leading Korean companies, will give trade and technological relations between the two areas a new impetus.

It is not, however, simply a case of Korea seeking to widen its market and thus ward off criticism from the US and reduce dependence on Japan, important though these considerations are.

In seeking to develop its industries beyond the labour-intensive stage and to put itself several steps ahead of its non-Japanese neighbours, Korea is keen to encourage European investment, joint ventures, and technology exchanges.

"Until now," says Mr Kim Mahn-Je, the Deputy Prime Minister, "our trade has been lopsided." The emphasis on the US and Japan has been far

more marked than in the case of Taiwan and Hong Kong, two similarly vigorous, though much smaller, economies. Both trade heavily with European countries.

"We are missing these potential opportunities for trade with Europe to the benefit of both sides," notes Mr Kim. "Now that we are reaching the stage of more sophistication, we can see the greater technological importance of trade with Europe."

Korea's trade with the EEC last year totalled \$6.1bn, less than the volume of the country's imports from the US of \$6.5bn (against Korean exports there of nearly \$11bn) and from Japan of \$7.5bn (against Korean exports of \$4.5bn). The EEC trade was nearly in balance, with Korean exports of \$2.2bn and imports of \$2.9bn.

The recent strength of the yen has made Korean goods much more competitive against those from Japan. But the higher cost of imports offsets a good deal of this advantage. Hence the increased Korean desire to buy from Europe.

In the EEC, the country's biggest trade partner is West Germany. Korea buys machine tools, chemicals, precision instruments, packing machinery and trucks, and sells mainly electronic products, leather, and textiles.

Korean imports from Germany have grown sharply at around 20 per cent a year in 1984 and 1985 to reach \$800m, with its exports up 6 per cent last year (after 19 per cent in 1984) to \$980m. As in other markets, Korea has come up against strong resentment from textile companies who complain that trade is too one-sided in Korea's favour.

Selling into Europe will prove a lot more testing for Korea than the US market. European countries differ in language, culture and taste, and, while the total market is large, it is highly fragmented. Thus, Korean exporters have to be more flexible, dealing in smaller amounts and becoming more specialised.

This fits in with the Korean Government's desire that the country should move up the industrial and technological scale. With its growing emphasis on the contribution that small- and medium-sized companies can make to economic development, Korea sees a clear future in Europe.

But there is a long way to go. Whereas, Korea last year drew over 22 per cent of its imports from the US and 25 per cent from Japan, only 9 per cent came from the EEC. As for ex-

ports, the EEC took only 11 per cent compared with the 38 per cent going to the US and 16 per cent to Japan.

Many Europeans have only a hazy idea of Korea and its economy, vaguely perceiving it as a second Japan, and operating at even lower cost.

Korea has, like its neighbour, come to exercise a dominant position in such heavy industries as steel and shipbuilding.

Many European owners have turned to the big new Korean yards for their ships. Korean shipbuilders have also bought much marine equipment from Europe, though most comes from Japan.

#### Opportunities

The Seoul government hopes that the official visit to Europe this month will be educational as well as useful for both sides. At present, Korea's trade share of European markets is under 1 per cent, and ministers are to agree that this should be doubled.

They do not want Europe to look on Korea as a younger version, in economic terms, of Japan. For historical reasons, Korea and Japan are by no means the closest of friends. Hence has been painfully under the thumb of its neighbour to the north.

Clearly, Korean trade will continue to be dominated for many years by Japan and the US. "The Japanese trade imbalance has been inevitable in our rapid growth," says Mr Mansoo Chang, director-general of the Ministry of Foreign Affairs.

Koreans have found it convenient to use technology from nearly Japan, a country they know, though have not always seen eye to eye with. And the US, once a powerful supporter during the Korean War in the 1950s, has been an obvious market.

But, says Mr Chang, "this year is the year of Europe for us." UK Prime Minister Mrs Thatcher will visit Korea on her way to the Tokyo economic summit in May. It is to be keen for Europeans to understand that it still regards itself as a developing country, though a fast-moving one, but differs from Japan in important ways.

It has a \$45bn foreign debt, spends about 6 per cent of its GNP on defence, and is the capitalist half of a divided country.

On a practical level, the government in Seoul has been trying to ease the bureaucratic hindrance to doing business and to widen the market for foreign banks. It has also been liberalising imports, though tariffs on some goods remain high. The rest is up to the businessmen.

But with a population of some 40m people, Korea's own consumer market will provide opportunities for outsiders to do business. Many top European companies are represented in Korea, such as British Petroleum and Unilever from the UK, and Bayer, Hoechst, BASF and Siemens from Germany.

Joint venture investments from Germany, France and the UK now total some \$40m and EEC companies represented in Korea have formed an EEC Business Group to co-ordinate their views and put these across to the Government in an attempt to counter the dominance of the US and Japan.

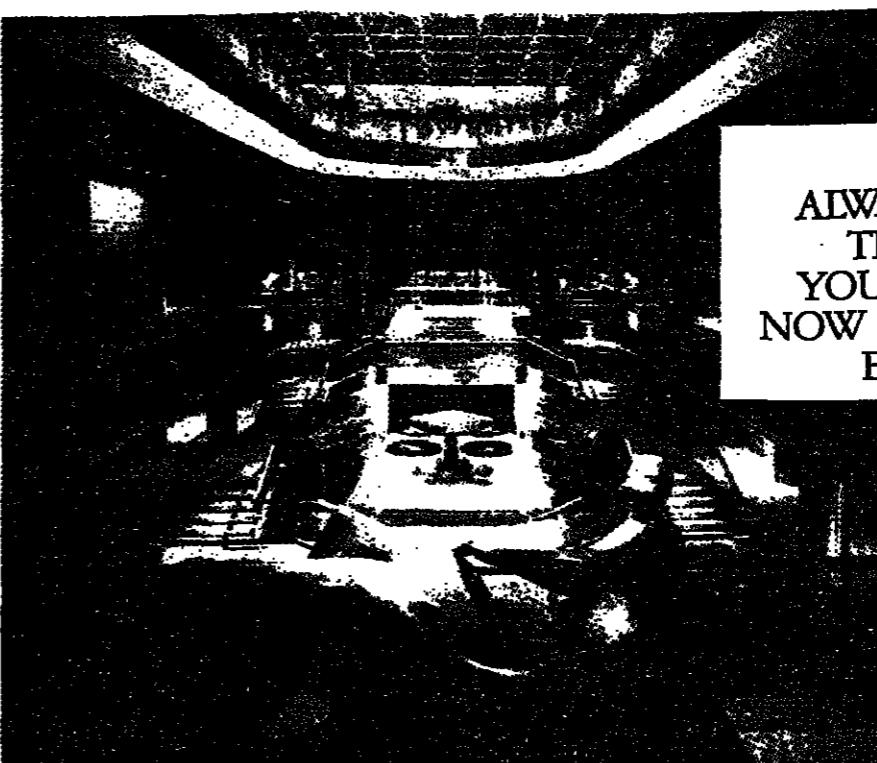
Clearly, Korean trade will continue to be dominated for many years by Japan and the US. "The Japanese trade imbalance has been inevitable in our rapid growth," says Mr Mansoo Chang, director-general of the Ministry of Foreign Affairs.

Koreans have found it convenient to use technology from nearly Japan, a country they know, though have not always seen eye to eye with. And the US, once a powerful supporter during the Korean War in the 1950s, has been an obvious market.

But, says Mr Chang, "this year is the year of Europe for us." UK Prime Minister Mrs Thatcher will visit Korea on her way to the Tokyo economic summit in May. It is to be keen for Europeans to understand that it still regards itself as a developing country, though a fast-moving one, but differs from Japan in important ways.

It has a \$45bn foreign debt, spends about 6 per cent of its GNP on defence, and is the capitalist half of a divided country.

On a practical level, the government in Seoul has been trying to ease the bureaucratic hindrance to doing business and to widen the market for foreign banks. It has also been liberalising imports, though tariffs on some goods remain high. The rest is up to the businessmen.



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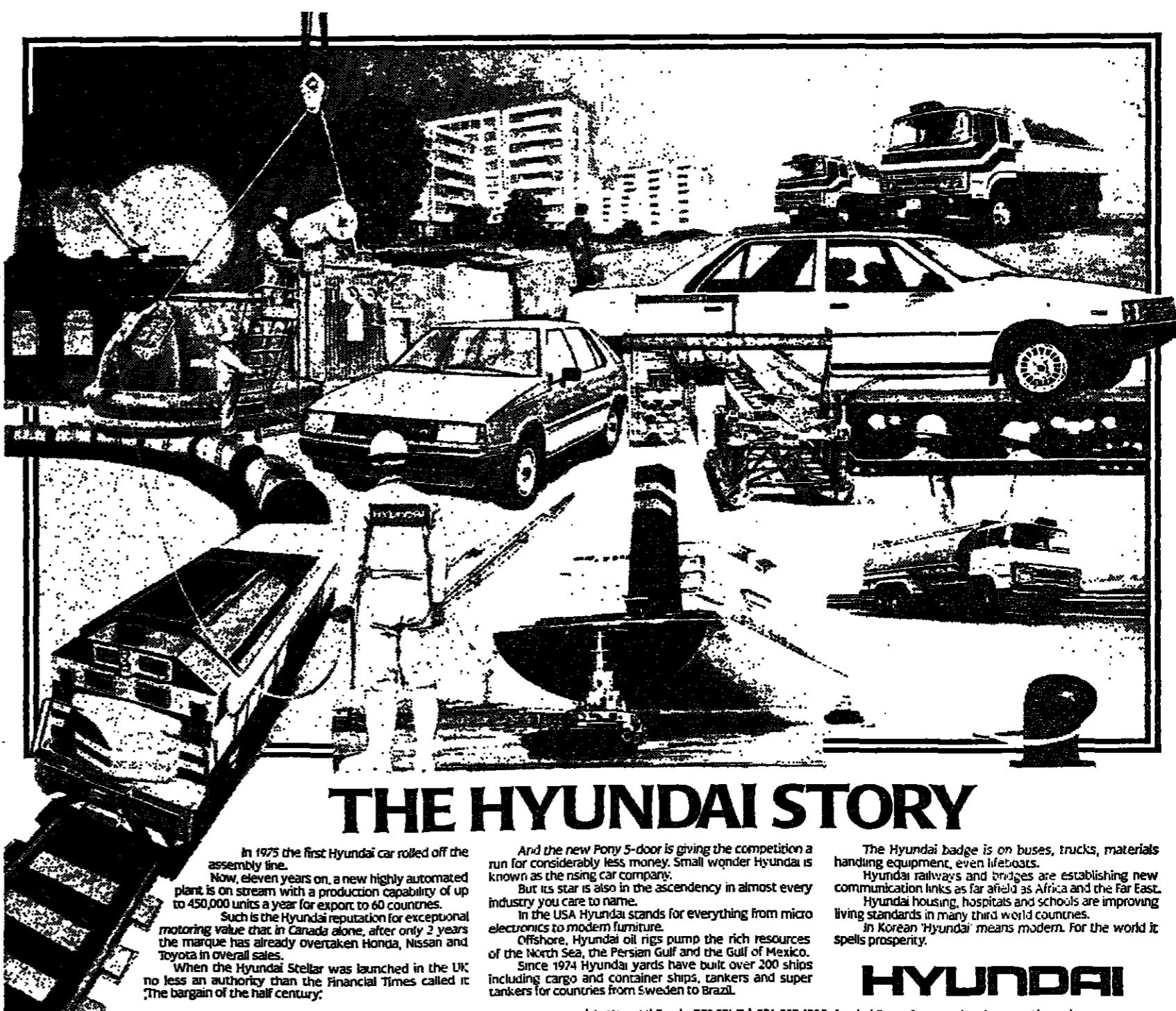
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Refrigerator engines being assembled at a plant in the Samsung group, one of South Korea's biggest industrial concerns. The country's dominant trading partners are the US and Japan.

## SOUTH KOREA 6

## Sources of information for business visitors

HERE ARE the addresses of 15 organisations in Seoul where overseas visitors can obtain further information on business with Korea:

Association of Foreign Trading Agents of Korea (AFTAK), 45-14 Yoido-dong, Yungdung-pu, Seoul.

Bank of Korea, 110, 3-ka Namdaemun-ro, Chung-ku, Seoul (tel: 7778611; tx 2232).

Economic Planning Board (EPB), Foreign Investment Promotion Division, 82-1 Sejong-ro, Chongro-ku, Seoul (tel: 7203101).

Export-Import Bank of Korea, PO Box Central 4009, Seoul (tel: 7763850/9).

Federation of Korean Industries, 28th Floor, Samilro Building, 10 Kwanchul-dong, Chongro-ku, Seoul (tel: 7530821).

Japanese Chamber of Commerce, 111 Sokkong-dong, Chung-ku, Seoul (tel: 286672).

Korea Advertising Association, 115 Seolin-dong, Jongro-ku, Seoul.

Korea Broadcasting Ethics Committee, 76, 1-ga Taepoeng-ro, Chung-ku, Seoul.

Korea Chamber of Commerce and Industry (KCCI), 111 Sokkong-dong, Chung-ku, Seoul (tel: 7773031/42).

Korea Broadcasting Association, 76, 1-ga Taepoeng-ro, Seoul.

Korean Exhibition Centre, 65 Samsung-dong, Gangnam-ku, Seoul.

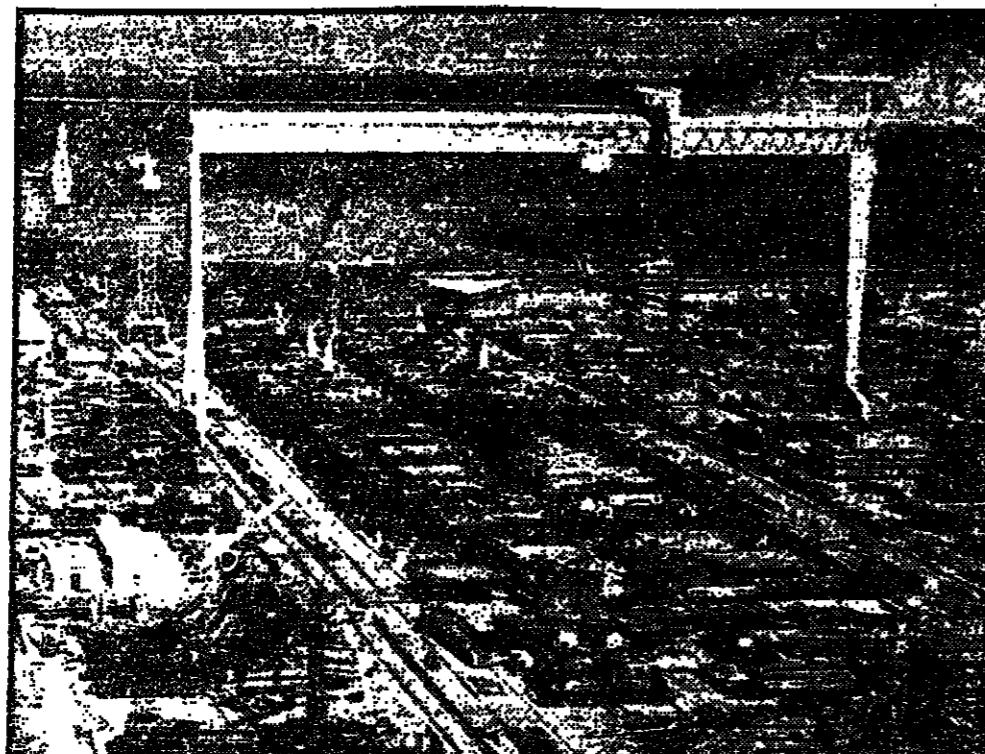
Korean Trade Promotion Corporation (KOTRA), PO Box Central 1621 10-1, 2-ka Hoehyundong, Chung-ku, Seoul (tel: 7534181/9; tx: 23655 KOTRA K, 27326 K; cable: KOTRA SEOUL).

Korean Traders' Association (KTA), World Trade Centre, Korea Building, 10-1, 2-ka Hoehyundong, Chung-ku, Seoul (tx: 24265).

Ministry of Finance (MOF), 108-4 Soongsong-dong, Chongro-ku, Seoul.

Ministry of Trade and Industry (MTI), 77-6 Sejong-ro, Chongro-ku, Seoul.

Seoul Chamber of Commerce and Industry, PO Box Central 25, 111 Sokkong-dong, Chung-ku, Seoul (tel: 7778031).



The Okpo shipyard of Daewoo Shipbuilding and Heavy Machinery. By the end of last year, the Korean shipping industry had sold some 520,000 tons of old and uneconomic vessels, the target being 976,000 tons (90 ships) by the end of 1987



As industry becomes more sophisticated, South Korea is seeking closer technological links with Europe. Above, an operative at work on a VCR production line, near Seoul

The South Korean Government is seeking to nurture more small-to-medium-sized companies in such areas as electronics and component manufacturing.

## Development baton passes to second tier companies

### Industrial restructuring

ANDREW FISHER

**ECONOMIC AGILITY** rather than mere size and strength is what Korea's policymakers and advisers are now striving for, as the country continues to advance up the industrial scale.

Reliance on the production and export thrust of the big groups such as Hyundai, Daewoo, Samsung and Lucky-Goldstar is no longer seen as enough, if Korea is to cope with the disarray in several major industries, increasing protectionist outcries from the US, and competition from cheaper Asian neighbours.

Not that Korea has given up on the big companies, known as *chaebol*. They, after all, are one of the country's main economic strengths. But the government is keen to nurture more small-and-medium-sized companies in such fields as electronics and component manufacture.

#### Technical bite

The government has expressed such sentiments before, and little has come of it. This time, though, with the yen's strength weakening Japan's competitive edge and lower oil prices giving the Korean economy a timely boost, the determination to help new entrepreneurs seems stronger.

Along with this goes the desire to give industry a more technological bite by encouraging research and development spending and reducing dependence on outside technologies, notably from Japan, with which Korea has a huge trade deficit.

"We're reaching the stage of more sophistication," says Mr Kim Man-je, Deputy Prime Minister and head of the Eco-

ministry.

"The oil cuts have given us great confidence," says an exuberant Mr Kim. "We can concentrate our efforts now on industrial growth, now that the constraints are out of the way."

Mr Kim does not see the government's role as being heavily interventionist. But after the last few years of trying to stabilise the economy and cut spending—foreign debt is some \$45bn—the emphasis is now more on the promotion of

economic Planning Board, Greater investment, a shift away from labour-intensive sectors, and more trade and scientific links with Europe are all part of Korea's strategy for outdistancing its Asian competitors.

Even in traditional areas such as textiles and shoes, the Government and industry are trying to modernise production and put more stress on design and quality. "China is catching up, and the industrial countries are putting barriers on our exports."

Adds Mr Kim: "We want the Korean version of high-technology industries—auto parts, car, electronics." The idea is to lift the domestic and value-added content of the country's exports and move away from reliance on Japan.

The weakness of the won, which has fallen by some 30 per cent against the yen since last autumn, gives Korea the impetus to try to substitute more of its own manufacture for imports that have generally come from Japan. For the export pricing advantage given to Korea by the higher yen is partly cancelled out by the higher cost of imports from its neighbour. In shipbuilding, for example, much of the equipment for ships built at Korean yards is Japanese.

The drop in oil prices is certainly a welcome slip for the Korean economy at this time of readjustment. After a year of weak growth—at least by Korea's standards, where 5 per cent is seen as under-par—the currency and oil advantages are a stroke of luck.

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research, investment, and innovation.

"We should like to have the small mechanical industries expanded in the future," he explains. "By sheer necessity, we have to develop those parts producers. We want a flourishing venture business." Thus banks are being prodded to support entrepreneurs and bureaucratic hindrances to new businesses are being loosened.

As well as looking to the development of industries that are expected to power Korea along its next stage of economic growth, the country is also having to handle an awkward problem of restructuring in some of its biggest sectors.

#### Venture business

Perhaps the hardest hit of the once-buoyant industries is overseas construction, heavily dependent on Middle Eastern work. As the big contracts have dried up, business has slumped. Here, the oil price collapse is a further blow.

The government and the banks have been helping to prop up some of the worst-affected concerns. Advance contract payments from customers, often 20 per cent in the past, are now much less and companies also find it hard to extract the final sums owing on a number of projects.

Shipping, too, has needed a generous helping hand from the Government and banks, while shipbuilding has also suffered from the tonnage surplus that has put a blight on the whole world maritime industry.

In these sectors, described more fully elsewhere, it was the Government which persuaded companies to get involved in the first place. Thus, notes Mr Soh Sang-mok, vice president of the government-backed Korea Development Institute (KDI):

"The Government can say 'we are innocent'.

"The Government can say 'we are

## SOUTH KOREA 7



Assembling colour television sets at the Samsung plant.

## Shift towards more upmarket products

### Electronics industry

CARLA RAPORT

THE BANNERS stretched from one end of the vast factory to the other: "Samsung's VCRs are Samsung's self-respect" and "The company's face and the country's face are on the products I produce."

Korean electronic companies are hell-bent on becoming grown-up members of the international electronics industry. The exhortations displayed at the Samsung factory are just one part of an industry-wide campaign to move out of the cheap export business and into more sophisticated consumer and industrial electronics markets.

Signs of this shift are already taking place. Not very long ago, for example, exports of inexpensive televisions and radios accounted for as much as half of total Korean electronic exports. Next year, according to industry estimates, televisions and radios should slip to just 25 per cent of total exports while microwave ovens, computers and VCRs should account for around a third of total exports (see chart).

#### Components

In the components arena, a similar shift is underway. Rather than concentrate on simply importing raw materials from Japan and "exporting" commodity goods such as 64K semiconductor chips, Korea's electronics firms are fast developing their own domestic sources for raw materials and in-house research capabilities. With the aid of joint ventures and licensing agreements, Korean scientists are now developing sophisticated custom-made chips as well as the new super-tight powered chips which are now under development in Japan and America.

Nonetheless, this shift will take some time, and last year ahead of these developments, Korea's young electronics industry suffered more than a little pain. Of the three major Korean companies in semiconductors—Samsung, Lucky-Goldstar and Hyundai—none made money last year and industry observers estimate that losses in the sector were the rule, not the exception. The problem was created by ill-timed launches of new products against the background of falling prices worldwide in memory devices.

The motors, however, remain undaunted. All three are part of colossal Korean conglomerates,

whose businesses stretch from machine tools to equity trading. Mr P. June Min, senior managing director of Goldstar Semiconductor (GSS) admits that last year was poor, but says: "By the end of the year, we think people will be screaming (for chips) again." Indeed GSS has just purchased a government facility which will boost its semiconductor fabrication capacity by around 50 per cent. "Although still small by international standards, GSS forecasts 30 per cent compound annual growth for its semiconductor business over the next few years, aided by a concentration on specialised chips. GSS's exports this year, he says should more than triple to between \$300m and \$100m.

#### Electronics exports growth

PRODUCTS	1984	1985	1986 (est)
Colour TVs	443	392	400
B & W TVs	263	218	180
Radios	542	499	520
Audio and video cassette recorders	121	234	500
Computers	218	397	610
Telephone and communication equipment	87	169	125
<b>COMPONENTS:</b>			
Semiconductors	1,235	971	1,300
Audio tape	170	238	300
Cathode ray tube	75	163	200
Microwave ovens	238	212	264
Subtotal	3,400	3,531	4,400
Total electronics output	4,585	6,720	5,900
Ratio of exports to total output:	74.6%	74.7%	75.8%

Source: Korean Electronics Industry Association

According to a survey by the US embassy in Seoul, the three major electronics firms invested around \$500m in very-large-scale integrated (VLSI) fabrication circuits in 1984, and will be spending close to \$1bn through 1987 for further expansion. "The exceptionally large investment and the initial difficulty experienced in marketing 64K—ram has proved a basis to question whether Korean firms should continue in the risky and unprofitable front-end microelectronics business," the report states. In order to minimise the risk, Korean firms are increasing their links with US and Europe.

Samsung Semiconductor and Telecommunications (SST), for example, is now developing a 1-megabit DRAM with the aid of

Han Hyung Soo, the group intends to increase its sales from \$1.5bn a year last year to \$5bn by 1990. Much of this growth, he says, will come from Samsung's entry into industrial electronics, such as new media products and telecommunications equipment. Mr Han would like to see consumer products sink from 85 per cent of its sales currently to 70 per cent of sales by 1990.

"My goal is to become one of the seven giant electronics firms in Asia, next to Matsushita, Hitachi, Toshiba, Sony, Sharp and Sanyo," says Mr Han, ticking off the Japanese firms on his fingers.

If these goals seem unrealistic, it is important to remember that setting high goals is part of Korean management tech-

niques. Setting goals helps to focus the workforce's energy and attention creating a cohesive atmosphere of comrades-in-arms.

Consider the case of Mr Sung Kyu Park, executive vice-president of Daewoo Telecom, which I joined here in 1984. Our sales (of Daewoo Telecom) were \$3.2m. Next year, they will be \$140m."

Mr Park stresses that Korea's advantage in the international marketplace is its relatively low labour costs and slim management structure. Low labour cost, he points out, is not only on the shop floor but also at the executive level. A top semiconductor designer in America earns five times that of an American-educated Korean designer, he says.

Or consider the case of a much smaller company, Korea Electronics, which concentrates on exporting inexpensive televisions and semiconductors. According to Mr Won Young Yoo, KEC's president, spending on R&D is going to increase by 3 to 6 per cent of sales and the group is moving into the production and export of 8 mm audio/visual products. The biggest companies in the business have yet to cast their ballot on the future of 8 mm, which can be used as a video or audio tape. It is currently on the market as a home-movie product but threatens to overtake the VHS format in video cassette recorders.

#### Good record

"Nobody knows the future of 8 mm, so companies are afraid to invest and plan. But to succeed you must make a plan, so we are going into this business. We hope to be ready to (for the exports) within two years," says Mr Won.

So far, Korean companies have done remarkably well in the VCR market and, increasingly, in computers. VCR exports started from Korea in March of last year and reached 1.2m units by the year's end. Samsung alone expects to export 2m units this year and 2.5m next, with the industry as a whole expected to account for about 20 per cent of the worldwide VCR market by the end of this year or early next.

Computers are also coming down the outside lane. Daewoo is shipping 10,000 units a month of a 16-bit IBM compatible called Model D, while SST is up to 30,000 units a year of a more upmarket PC called the David System. Korea, it seems, is determined to be represented in every sector of electronics.



A video cassette recorder assembly line at Goldstar, one of the three major Korean electronics companies. Korean companies have done remarkably well in the VCR market.

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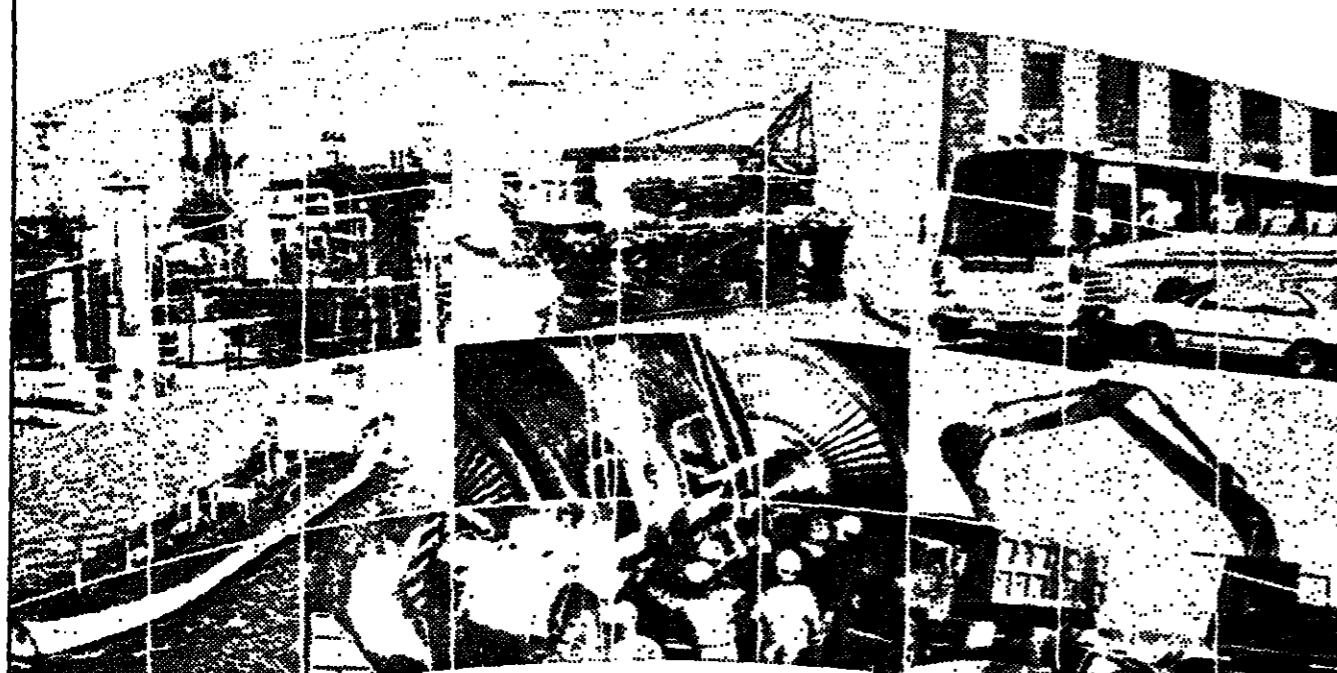
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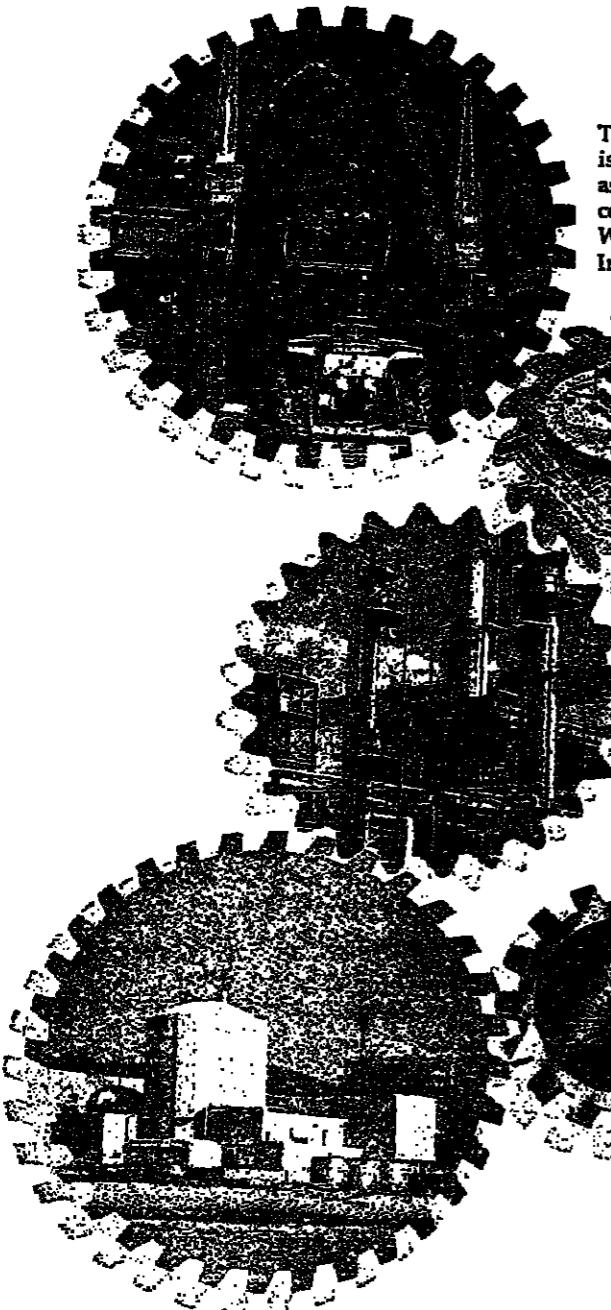
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In the 1970s the Koreans plunged into shipbuilding, shipping and overseas construction. All are now weak.

## A time for high-tech and damage control

### Declining industries

ANDREW FISHER

KOREA'S DEDICATION to economic growth has sent shivers through the world's developed countries and caused many industries to scurry for protection.

But the Koreans themselves are now faced with severe problems in three of the industries they plunged into heavily in the 1970s: overseas construction, shipbuilding and shipping.

All are in widespread decline and Korea remains a major participant. The country's future expansion, however, will rest far less heavily on these crisis-hit sectors than in the past.

In two of the industries, construction and shipping, the Korean government, banks and businessmen have been engaged in a desperate retrenchment exercise, aimed at limiting the financial damage and ensuring that a more streamlined operation survives for the future.

As for shipbuilding, where Korean yards creamed off some of the world's biggest merchant orders in the 1970s and early 1980s, the emphasis has switched from growth at any price to cost-cutting, increased productivity, and diversification away from vessel construction.

The government actively promoted expansion in these industries, when success there was seen as essential to the country's economic advancement. But it is now keen to nurture more high-technology industries such as electronics, computers, and automotive components.

#### Heavy cost

The three problem industries are also being encouraged to move up the technological scale. Thus, overseas construction groups are trying to go for more sophisticated projects such as industrial plant, while ship-owners are scrapping old vessels and investing in efficient new ones.

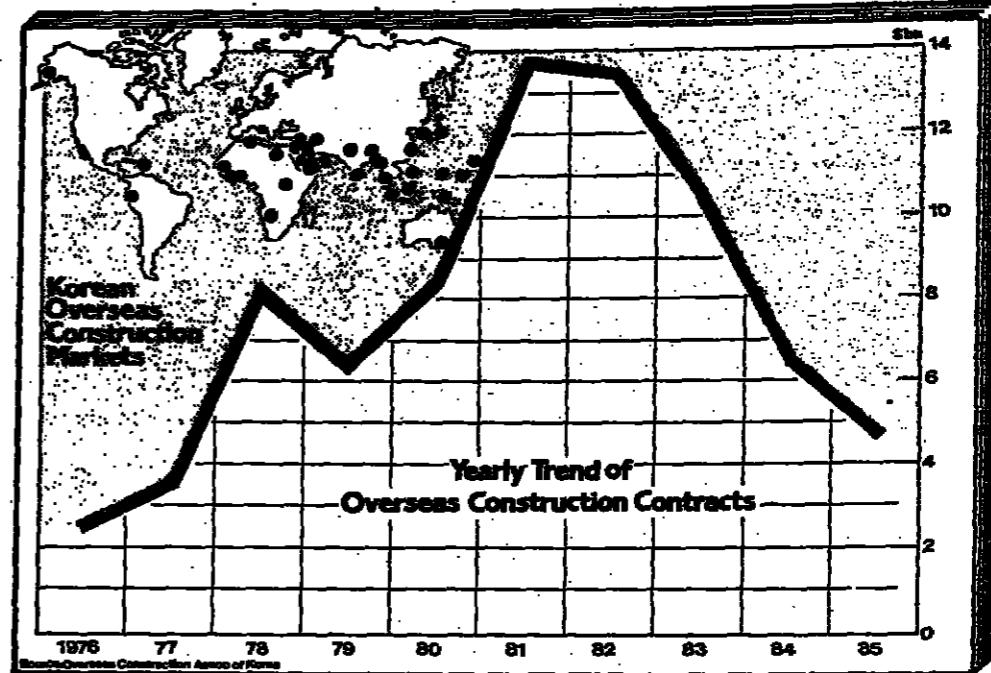
But this type of restructuring bears a heavy cost. Under government direction, the number of shipping companies has been sharply reduced and banks directed to help out where necessary. Loans have also been extended to hard-pressed construction groups, as foreign orders have slumped and contract payments dwindled.

"The government has got to be careful," says Mr Suh Sang-mok, vice president of the Korea Development Institute. "If there are major bankruptcies, the banks will suffer. The losses have to be absorbed by the companies, banks, and taxpayers."

Conditions that it was the government which helped propel these industries' expansion in the first place, ministers are aware of their responsibility to help the rescue or rehabilitation process, now times are harder.

In each case, expansion was ambitious and rapid:

• Overseas construction. With growth in the industry seen as a way of helping the country



adapt to the oil price rises of the 1970s, Korean companies pushed hard for business, mainly in the Middle East.

Orders shot up from around US\$2.5bn in 1976 to peak levels of over \$13bn in both 1981 and 1982.

But last year, new business slumped further from \$6.5bn to \$4.7bn. Falling oil prices will certainly not help the industry, now suffering as the past surfeit of projects is exhausted. Jobs have dropped from 170,000 to around 100,000.

There are still some big orders around, however, and companies are now trying to concentrate more on south-east Asia. Falling commodity prices have, however, hit Far Eastern economies and thus further affected the industry's prospects.

Hyundai Engineering and Construction picked up some useful contracts last year and gained about half of Korea's overseas construction business. Recent work has included transformer stations and a ship-repair yard for Iraq, a new air terminal and a marina centre for Singapore. (both using local sub-contractors), and a new headquarters for the Asian Development Bank in Manila.

With oil prices in decline, fuel costs are coming down sharply, but this is an advantage that foreign owners also gain. A surge in export cargoes has benefited Korean companies, some of which, like Hyundai Merchant Marine and Hanjin Container Lines, are ready to expand—though rates remain low.

• Shipbuilding. Hyundai's entry into the industry in 1974 gave Korea a sharp rise in capacity, the start of its advance into the number two ranking in the world league behind Japan.

The Daewoo spent \$500m on the Okpo yard near Pusan, round the coast from Hyundai in Ulsan, and put the Korean industry even further ahead of most competitors in the 1980s.

But as the shipping industry slumped, so has world shipbuilding. The Korean yards, with Samsung and Korea Shipbuilding and Engineering (KSEC) also in the industry, found their order intake sharply diminished last year.

Both Hyundai and Daewoo have enough orders to last them well into 1987, but need new work to maintain the backlog. The companies have won more business this year.

Three ways to cast off the cheap-and-cheerful mantle...

## Loans, design and dye

### Textile Industry

ANDREW FISHER

AIMED at tourists and GIs, the lively and garish Itaewon area of Seoul is a magnet for anyone seeking cheap clothes, shoes or other goods. From coats and leather garments to sportswear and T-shirts, Itaewon has them all. For foreigners, it is the capital's bargain basement. But the cheap and cheerful image is one that Korea's textile industry is gradually trying to shed. Despite being one of the country's biggest exporters and employers, much of the thrust has gone out of the industry.

Lower-cost competition from other Asian countries like China, Taiwan, and Sri Lanka has intensified, and protectionist pressures have grown in major markets like the US and Europe.

"This is very serious for us," laments Mr Hyo-ung Il Park, executive director of the Korea Federation of Textile Industries. "Competition is getting tougher—the way we have to compete is to change to new machines, improve productivity and make better goods."

Thus, more emphasis is being put on design and the dyeing process to improve colours. Low-interest loans are being made available to encourage new investment. The aim is to increase textile and garment exports, static last year at \$7bn, to around \$10bn in 1990 and \$25bn by the year 2000.

accounts for some 20 per cent of total manufacturing employment, with 730,000 people.

One obvious concern for Korea's textile and clothing manufacturers is the future of the Multi-Fibre Arrangement (MFA), which controls much of the world trade in the industry. The present agreement runs out in July.

"We expect tough talks," says Mr Park ahead of the negotiations.

He is predicting that developing countries—a category that Korea is progressively moving away from—will receive a better deal under MFAT. The US wants tighter restraint on textile imports, while the EEC has been making more liberal noises.

For Korea, the US market is dominant. Last year, the industry's exports to the US were \$2.6bn, or 37 per cent of its total. Sales to Japan totalled \$976m (14 per cent) and those to the EEC \$890m (13 per cent).

Certainly, the strength of the yen has improved Korea's competitive position against Japan. Korea, among the world's top 10 textile countries, is the second largest in the country, is reported to be thriving.

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Hence the drive to move up market. Instead of a low-budget image, Korea's image now sought by much of the industry seems to be that of the little boutiques, high but price, in the smart shopping centres under the Chosun and Lotte hotels in Seoul.

Pharm...

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For Korea, the US market is

dominant. Last year, the industry's exports to the US were \$2.6bn, or 37 per cent of its total. Sales to Japan totalled \$976m (14 per cent) and those to the EEC \$890m (13 per cent).

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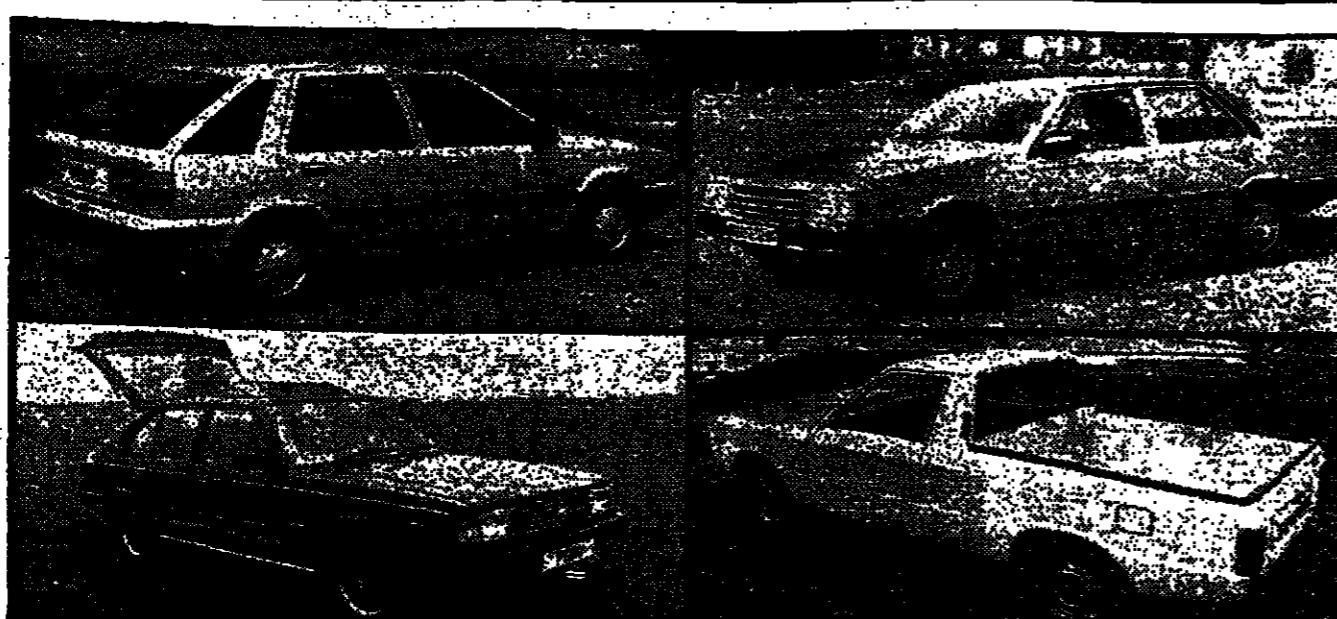
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## SOUTH KOREA 9



Four-in-hand from Hyundai... Above, the Pony (left) and the Stellar 1600 GSL. Below, the five-door 1400 GLS limited-edition Pony and the Pony pick-up

## Exports this year will more than double

### Motor vehicle industry

CARLA RAPORT

THE KOREAN car industry is growing faster than the Koreans themselves want to admit. Although few say so openly, Korea is aiming to become one of the world's major car exporters within the next five years.

Korea's auto industry is keeping a low-profile about its ambitions, partly out of fear of igniting protectionist sentiments against its cars from the US and partly out of the fear of igniting the wrath of Japanese vehicle-makers.

As a result, Korean auto-makers answer official requests for information with responses ranging from rudeness to "no comment" to inaccuracies. However, thanks to loquacious auto-component manufacturers, government officials and foreign businessmen based in Korea, it is not too difficult to compile a picture of an auto industry on the make.

"Korea would like 10 per cent of the US (car) market," says Mr J. M. Lee, senior manager in the export department of Tong Il, one of Korea's largest auto component companies. "Our company, like most companies in the auto business, is looking beyond the domestic market for our growth."

Indeed, according to Government and industry estimates, automobile exports from Korea are about to move into the fast lane. From almost nothing a few years ago, exports this year will more than double last year's figure to around 100,000 units. By the end of the decade, industry executives expect to see exports at more than 700,000 cars, with the total industry output at triple its 1986 level at around 1.2m units.

And those are the conservative estimates. To put these figures in perspective, Japan, which has been exporting cars for more than 20 years, was selling 1.8m cars to the US until two years ago, when it was allowed to export 2.3m cars. Many in Korea believe that its

auto industry, which will be exporting a less expensive car, can relieve Japan of a healthy chunk of its market share in the US, especially as the yen has recently strengthened by about 25 per cent against the dollar.

Some observers are saying that Korea could export as many as 1m units of cars and trucks to the US by late 1989, if all goes well, a volume that would put Korea in the big league in a hurry.

If Korea achieves this kind of success, it will be the first time a major player has entered the international car market

companies are well equipped to put significant resources into their auto companies.

Although Hyundai itself does not answer any questions about its own investment plans, a recent issue of Korea Business World, a Seoul-based business magazine, says the company (1986 sales: Won 15,000bn) is planning to invest Won 300bn in a new car plant with capacity to make 300,000 cars for export. This amounts to a 70 per cent increase for Hyundai alone next year in capacity.

Hyundai launched the Korean car exports to the US earlier

maker, Kia, is currently making only vans and trucks after the government ordered it out of the auto market a number of years ago. It is shortly to be let back into the domestic passenger car market and is being aided by Mazda in setting up facilities to make about 80,000 minivans, with an engine size of 1200 cc, for export in 1987, using Ford dealers.

A few more players are walking in the wings. Chrysler, through a link-up with the Samsung Group, has spent more than a year investigating parts sourcing and possible vehicle manufacture in Korea. So far, very little concrete has emerged, but industry executives expect some decision to be reached this summer.

It is understood that Samsung is very keen to expand into automobiles with or without Chrysler. Speculation that Samsung may be interested in buying Dong-A Motor, a specialty vehicle manufacturer, has sent Dong-A's shares soaring on the Korean stock exchange.

"The only things Samsung isn't involved in is religion and motor cars," observed a foreign businessman in Seoul recently.

Considering that Korea's first front-wheel drive passenger car was only developed two years ago, the challenge ahead of Korea's auto-makers is daunting. An American businessman who has studied the Korean auto industry for more than three years says that as late as 1983, he visited auto-part suppliers working on dirt floors with almost no heating in winter.

Today, those dirt floors are gone. Companies are putting in sophisticated equipment in those parts suppliers. It's not a lack of competence in Korea, it's a lack of familiarity," he says.

"They are bright and tenacious. There is a great willingness to excel here. They are not a sloppy people. This is not Mexico."

Even the Japanese admit that Korea will present stiff competition in future. The Japanese could not hide a smile when Hyundai had to recall a number of its Pony Excels in the US recently for a minor defect.

"But it won't be long," said a Japanese auto executive, "before we really start to feel the heat."



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## An industry seeking a tonic

### Pharmaceuticals

CARLA RAPORT

SOUTH KOREA's drug industry is going through important changes, some of which will bring welcome advances.

However, those who expect Korea's drug market to march into overseas markets with scores of new or cheaper drugs may have a long time to wait. While Korea's appetite for drugs is growing at an impressive rate, the state of Korea's drug industry itself is not healthy.

Thanks to spirited growth of between 20 and 30 per cent per annum between 1975 and 1985, Korea has emerged as the world's 15th largest drug market, on a par with such countries as India and Brazil. Currently, with annual sales of around \$1bn a year, the market is projected to grow by at least 10 per cent per year over the next 10 years, boosting it from 1.5 to 9.5 billion worldwide.

South Korea is one of the fastest growing markets in the region, says Mr Alan Barrook, managing director, Glaxo Orient, the southeast Asian arm of Glaxo, one of Britain's largest drug companies.

Not surprisingly, nearly all the major international drug makers are now represented in Korea, in the form of joint-ventures with local companies

to manufacture, package, and market drugs. These joint-ventures number around 22 and account for between 15 and 20 per cent of the market. Their growth, however, has come at the expense of the domestic industry, and at a time when they least need it.

Some 300 companies make up the Korean pharmaceutical company, making for an extremely fragmented market. The largest company in the market, Dong-A, had just about 10 per cent of the total ethical sales in 1984 with sales of \$125m. The number two and three in the market, Chong Kun Dang and Yuhan Corp, have just 5 per cent of the market each.

#### Research

Most of the largest companies also derive as much as half of their business from the local Korean tonic drinks. Dong-A, for example, says that 40 per cent of its sales come from Bacthus, a "liver tonic" drink, which it admits has no proven medicinal value but may be better for you than cola or lemonade.

To date, no Korean company has had the funds or capacity to develop new chemical entities. Most are poorly capitalized and heavily geared. Until recently, the companies have made generic (non-patented) drugs or patented drugs under licence from foreign firms, a guaranteed way not to develop

Take Dong-A's case. The company has been actively seeking

in-house capacity for original market drugs. These joint-ventures number around 22 and account for between 15 and 20 per cent of the market. Their growth, however, has come at the expense of the domestic industry, and at a time when they least need it.

The general rule of thumb

for the cost of coming up with a new drug these days is \$100m

of investment and up to 10 years

of research. "At that rate, the

Koreans would have to spend

10 per cent of the total market

sales, and it would take 10

years to come up with a new

drug," says Mr Miklos Gyorgy,

representative director of San-

doz Korea, the Swiss drug

maker's subsidiary. An effort

to rationalize the domestic industry through mergers and acquisitions would have little effect, he says, because most of the companies have similar product lines.

Furthermore, the Korean com-

panies are bound by a kind of

catch-22. Currently, there is

no substance patent law in

Korea, in order to protect the

domestic industry during its

developing stages. But, with

its own patent protection, foreign

firms are loath to share their

so-called secret research tech-

niques with Koreans for fear of

losing the fruits of their costly

research. To date, no research

joint-ventures between Korean

and foreign firms have been

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Take Dong-A's case. The com-

pany has been actively seeking

partners in the research area with no luck so far. "They think we are a baby. They don't want to disclose their research to us, it is not worth it. They want to sell bulk material. They don't want to talk. We have to earn their respect," says Mr Shin-Hong Min, managing director of Dong-A's R & D department.

Dong-A will this year invest \$10m in a new research laboratory. The group currently spends about 2 per cent of its sales on research, but this is expected to increase to 3 or 4 per cent soon.

In the meantime, major companies are seeing their sales fragmented by their own joint-ventures on the packaging and marketing side. Yuhan, for example, has four joint-ventures with foreign firms, with all its sales channelled through the same distribution network.

Not surprisingly, some of the joint-ventures have worked out better than others.

Looking ahead, however, most predict that substance patents will have to be accepted in Korea within the next few years.

This will give the industry a well-needed boost into the international league. But then on

the horizon is a host of home-grown talent vying hard to catch up with the rest of the international pharmaceutical industry.

Considering the Korean thirst for success, it is not unreasonable to expect new Korean drugs to begin emerging by the end of the decade.

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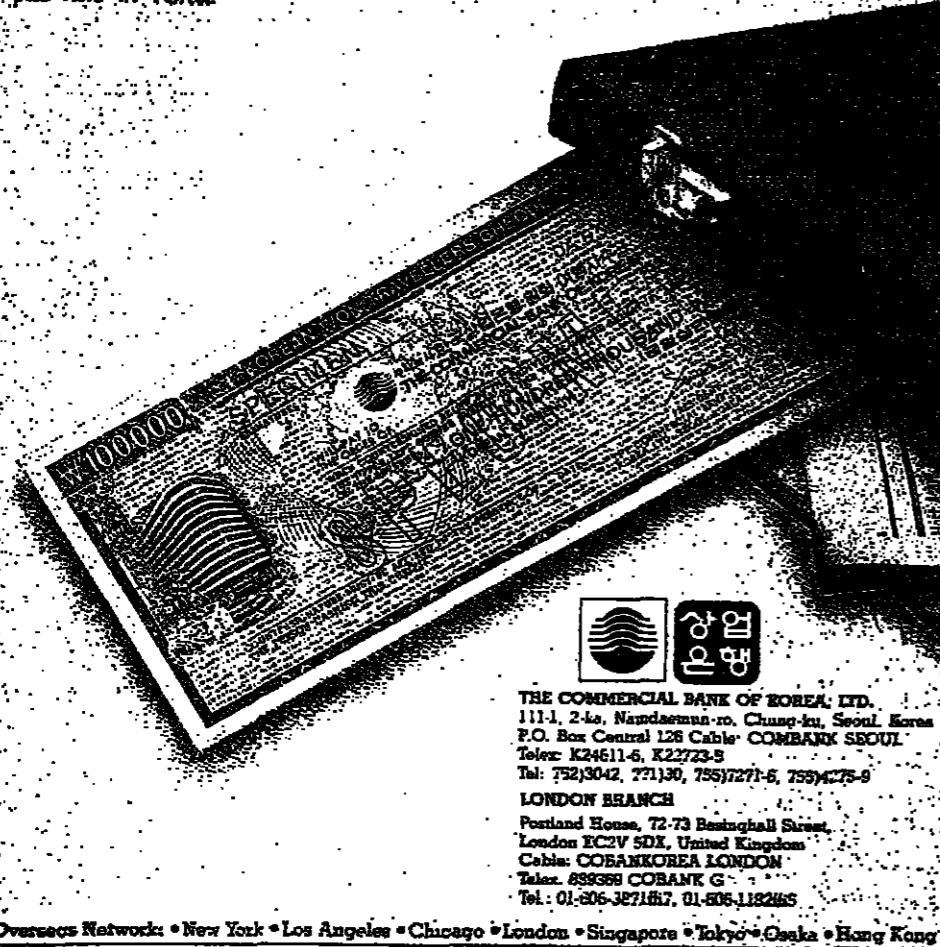
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## SOUTH KOREA 10

# City dominated by cranes and sports shoes

### The port of Pusan

ANDREW FISHER

"PUSAN" observed one Western inhabitant, "has a chip on its shoulder about being regarded as a second-class city by the government."

As a centre of opposition politics, the southern port and industrial city is certainly watched closely by the central government in Seoul.

Some 450 kilometres to the south, with a regular air shuttle service linking it with Seoul, Pusan is different, however, not only in its political attitudes but also in its economic and industrial make-up.

Its port is the seventh largest in Asia and one of the biggest and most modern shipyards in the world is located on the nearby island of Koje. Millions of pairs of sports shoes are shipped from local factories to the US and other markets. It is also a major textile centre.

Although Koreans' tiny holiday entitlement has a limiting effect on the tourist market, Pusan is developing as a resort. Even in March, there was activity on the beach, though it was too cold for swimming. Most of the tourists are Japanese, big spenders throughout south-east Asia.

### \$200m investment

About half of Korea's exports go through the port of Pusan. With its modern container facilities, Pusan has one of the most efficient terminals in Asia. Having invested some \$200m in the 10 years up to 1983, the government-owned port aims to spend a similar amount in the next decade.

More container berths are planned, as container trade is growing at some 10 per cent a year. Pusan can take the largest of modern container ships, with its four container berths and eight gantry cranes. These were built on reclaimed land, as will be the next three.

Reclaimed land will also be used for the ambitious industrial developments planned by the city itself. These have no connection with the port, whose revenues — some 50bn won (\$60m), of which 7 per cent emerges as profit — flow back to Seoul.

Pusan's city administration wants to relocate much of the local industry, especially the biggest polluters such as textile dyeing, in new areas on the east bank of the Nakdong river. It has a longer-term plan for the west bank, where high-technology industries would be encouraged to start up.

The idea, says Pusan officials, is that the government should share a high proportion of the cost with the city. Without a major injection of funds from Seoul, little is likely to be done. City revenues are tight, unemployment is higher than the national average, and industrial prospects are patchy.

Some parts of the smaller east bank development are already occupied, but factories will not easily be persuaded to move by the promise of having their expenses funded later. In some parts of the city, the chimneys of the polluting factories are strung out in rows.

smoking furiously amongst the surrounding buildings.

The city is worried that the situation will become much worse. Population is estimated to grow from 3.5m people at present to 4.8m at the end of the century. In 1970, it was under 2m. The number of factories is forecast to rise to 6,300 from 4,400 and their employees to 775,000 from 537,000.

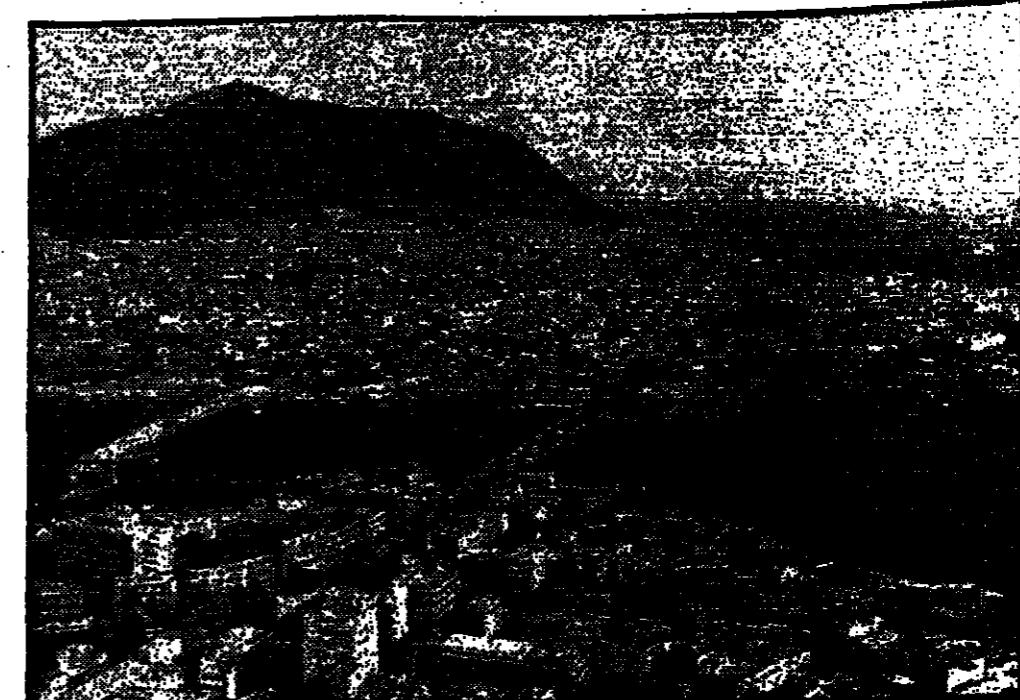
Reclaiming and developing the west bank for the advanced industries Pusan hopes to attract in the next decade will cost some \$300m. Even preparing one of the smaller sites for dyeing firms on the east costs some \$65m.

The local chamber of commerce and industry sees the new project as vital for the city's future prosperity and welfare. Construction of the new complex would ease the land shortage and it is argued provide a good opportunity to enhance the poor industrial structure of Pusan as well as to strengthen international competitiveness. It will act as a base for the overall growth of Pusan after 2000.

But that is a long way off. Today, the Pusan economy is in a mixed state. Textiles have picked up after a difficult time last year, but shipbuilding remains a problem area after the export order slump of 1985.

With the yen's strength eroding Japanese competitiveness, and lower oil prices helping industry, exports from Pusan seem set for a healthy increase this year. Sales of textiles and clothing shot ahead early this year, especially to the US and Japan.

But with unemployment double the national figure of 4 per cent, according to local businessmen, rising exports will not create enough jobs. For the past two years, only around 70 per cent of local college graduates have found work. A number



About half of Korea's exports go through the port of Pusan, now the seventh largest port in Asia. The city is also developing as a tourist venue, mostly for the Japanese who are big spenders throughout South-East Asia.

have thus sought student visas for the US, financed by their parents.

Where several members of one family are working, problems in one sector can be alleviated by money coming in from another industry. At some factories, workers have not been wholly laid off but have had hours, and thus wages, cut.

In shipbuilding, Daewoo has shed thousands of workers on Koje at its huge Okpo yard. But these have been subcontract labour, taken on as the yard strove to reach high levels of output in a short time. Its own direct workforce has increased slightly.

For the moment, the yard has enough work to keep it busy for some time, but follow-up orders have proved hard to find and the yard is losing money. With the industry in worldwide decline, however, the Koreans feel they are in a strong position to obtain what new orders are going through their low cost base — wages are far lower than at Japanese yards — and short delivery times.

Both Daewoo and Hyundai, whose yard is round to the east in Ulsan, have had problems

with shipowners unable to pay or take delivery because of the shipping crisis. Both have made strenuous attempts to win new business, with some success so far in 1986. The industry sees the yen's strength as a golden opportunity to snatch orders from Japanese yards.

In shipbuilding, Korea is trying to adapt itself to new technologies and to upgrade its production. Even in the more humble area of sports shoe manufacture, the trend is to more sophisticated goods with higher added-value.

Pusan is a major world centre of sports shoes. Nike, the big US concern, takes about 60 per cent of its output from Korea, having set up there eight years ago.

"On productivity, Korea is excellent," enthuses Mr Paul McGuire, general manager of Nike's Korean operation. "What's made Korea strong is that people work hard and diligently."

In a good month, local factories turn out some 4m pairs of shoes for Nike, though this may drop to 1m when times are slack. In the early years, the Korean industry produced mainly low-priced shoes, but it has now moved into more advanced shoes with air-cushioned soles and modern materials.

Nike is supplied by eight local factories. It recently split with one big manufacturer, HS Corporation, which has decided to launch its own brand of LS shoes. Whether it is the smoking chimneys, the grim architecture, or the lines of vegetable patches and seaweed plantations that are spread out for those arriving by air, Pusan leaves a variety of images for the visitor to ponder. Perhaps the most powerful is that of the huge cranes that tower over the port and, across the bay, over the shipyard.

### Eating out: a guide for overseas visitors

## Hanjong-shik, a meal fit for kings

KOREAN FOOD has finally made its debut in many Western cities in the form of Korean barbecue-sliced marinated beef, served with a side dish of spicy hot kimchi vegetables and boiled

wine goes down nicely with the meat and can help put out the fire started by an unexpected chili pepper.

After the gourmet has unwittingly burned into a gourmand, the dessert course arrives and mercifully, it is light. Traditional Korean desserts consist of dainty little rice or nut cakes eaten with lightly fermented fruit juices or fruit in season.

In Seoul, the best way to enjoy hanjong-shik is in small, family-run restaurants tucked away in residential neighborhoods. To be recommended are: Suk-yeon (at 285, Pitorong, telephone 737 2919), Young-soo-san (in Samchong-dong northeast of the Kyongbuk Palace, telephone 732 3019), and Nam-moon (also in Samchong-dong, telephone 732 3423).

These establishments were private homes and dining in them is an intimate experience (you may actually be eating in someone's bedroom). The rooms are invariably papered in flowery patterns and furnished with traditional Korean furniture and a few well-chosen pieces of art. Diners sit on mats around a low table in honey privacy. Service is friendly, unobtrusive, and informal.

Although these restaurants see occasional foreigners, little English is spoken. Your hotel can help make arrangements on the phone, and take cash. (Prices are between 8,000 won and 25,000 won per person).

### Extreme cuisine

Unlike some other exotic cuisines, Korean cooking is not based on rich sources or a complex blend of flavorings and spices. Foods come either "as nature" or nearly obscured in garlic, chili peppers, soy sauce and sesame oil. There is little oil between. It is an extreme cuisine, developed by a people prone more to excess than moderation.

A hanjong-shik may start with an hour's oeuvre of bujeophan which consists of nine lightly seasoned sliced meat and vegetables, all arranged in a wheel of contrasting colour on a tray. The jeonbok strips are wrapped in a paper-thin crepe, dipped into spicy sauce and eaten.

A warming soup of creamy crushed pine-nuts, sweet potato, or rice gruel acts as a foil for this cold appetizer, which is then followed by a host of meat or seafood courses — grilled chicken, stuffed crab, fish fried in batter, or ssamjoo.

Ssimjoo is an ornate brass tureen suspended over burning charcoal and filled with a potpourri of meat or fish pâtés, quail eggs and vegetables in hot broth.

Some of the more interesting side dishes are cooked from wild herbs and make golf-sized in the mountains, although the strong seasoning in these dishes may seem extreme for the uninitiated palate. One or two hearty soy bean-based soups come during the meal, cleansing the palate and stimulating the taste buds for the next round of entrees. Beer or rice

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Most accessible for foreigners are Jang won (at 235 Chimgil-dong behind the US Embassy, telephone 735 3045) and Dae won gak (in Sungbuk-dong, north of downtown, telephone 762 2818). These are large, well-staffed establishments where some English is spoken and credit cards are accepted. Dae won gak is a sprawling old Korean mansion set in a wooded area and offers traditional music and dance at extra cost.

Most accessible are Korean buffets in tourist hotels or Korea House (on Toegyero 36A, telephone 266 3101). The latter is run by the foundation for the preservation of cultural properties, and private or semi-private rooms are also available.

Visitors may eat, shop for handicrafts, and take in a short performance of Korean music all within the space of a couple of hours.

Bon appetit... or... manz chapssae-ye.

Rose Butler

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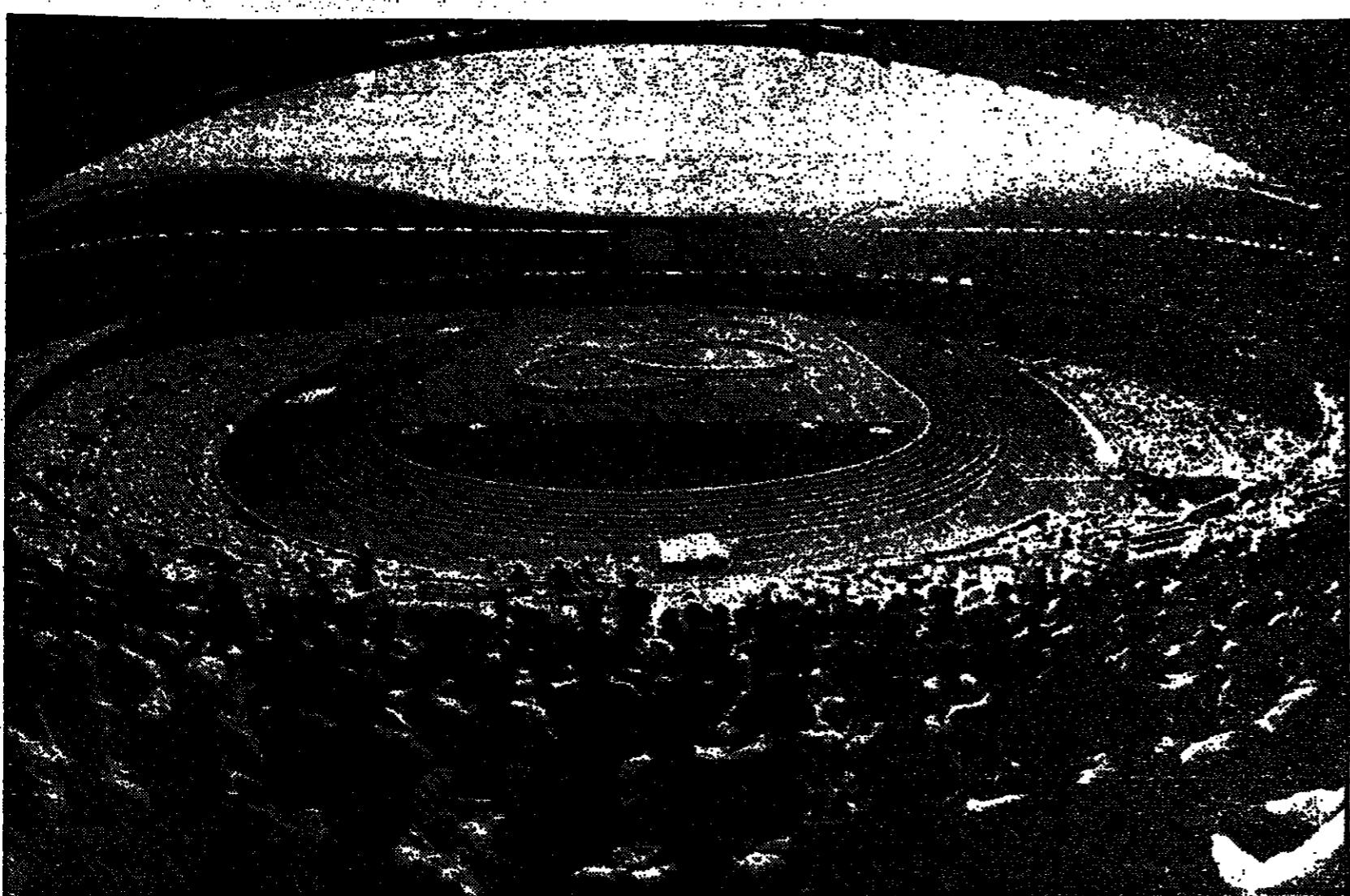
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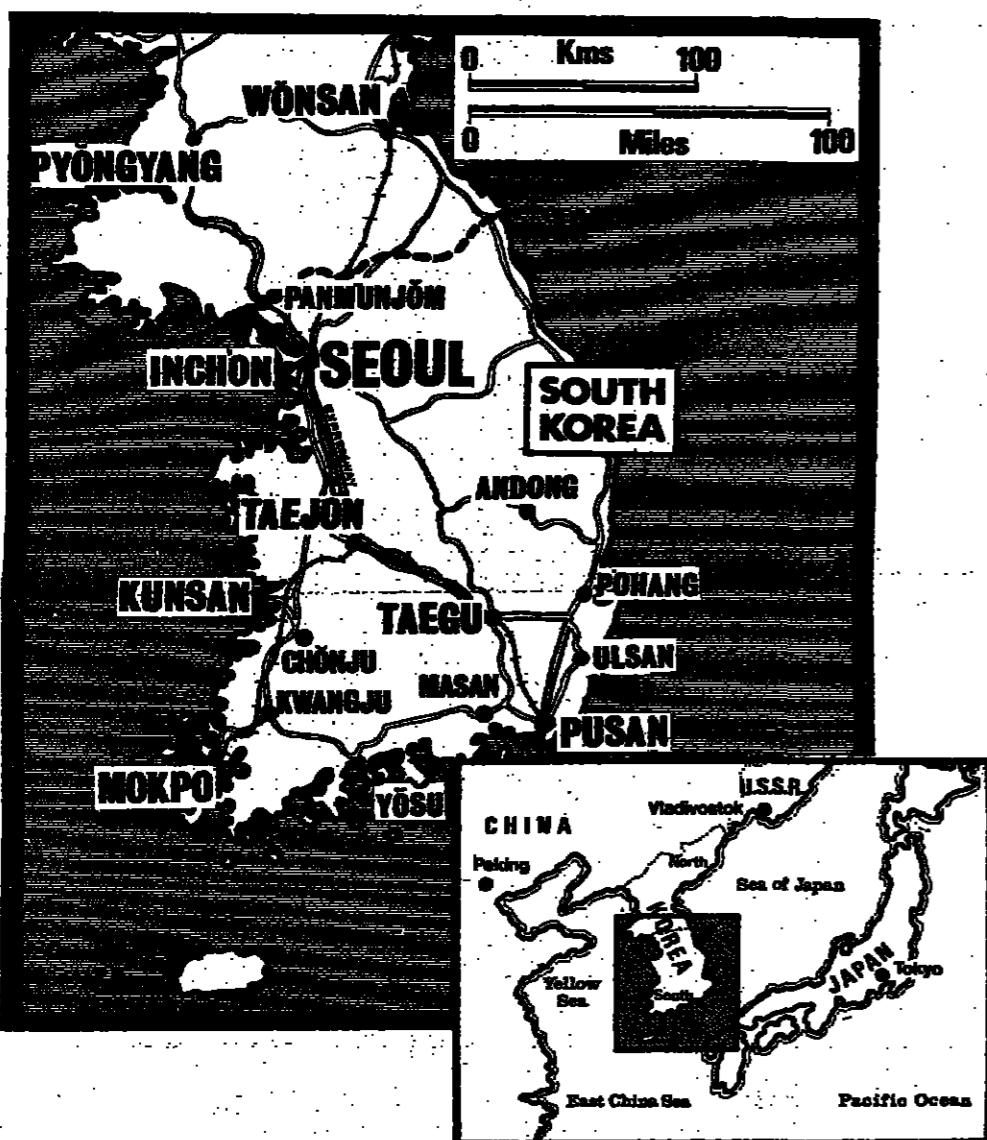
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## SOUTH KOREA 11



**GALA OPENING:** the main stadium for the 1988 Seoul Summer Olympics, above, was packed with 100,000 people, including the Korean President Chun Doo Hwan, and the president of the International Olympic Committee, Juan Antonio Samaranch, for the dedication ceremonies of the Seoul Olympic Stadium.



## Business before beauty

SEOUL will be at the centre of world attention when it hosts the 1988 Olympics, but the sprawling capital of South Korea, housing nearly 16m people, is hardly one of the most beautiful of cities or a natural magnet for tourists.

It has its palaces, shopping centres and markets. The main drawing power for foreigners, however, is clearly the business potential of Korea itself. Exciting and friendly, Seoul also has the frustrations of a big modern city.

Architecturally, it is uninspired, to put it mildly. Its modern office buildings are built on the grand scale, but

with a minimum of costly adornment. Its traffic is wild and taxis are so cheap that finding an empty one in an awkward part of town at a busy time can be hard.

For the business traveller, Seoul has several top western hotels, with ample business, restaurant and entertainment facilities. But the budget-minded traveller may have to search hard to find anything suitable.

As for doing business, the first step of making appointments is mostly not too difficult. Koreans are often willing to see visitors at short notice and key officials and businessmen—many educated in the West—generally speak excellent or passable English and do not use interpreters.

Concluding deals or partnership ventures is rather less straightforward, however.

Koreans are tough negotiators, and some foreign companies have come unstuck by picking the wrong partner or wrongly assessing the market.

But the Government seems keen to remove bureaucratic obstacles.

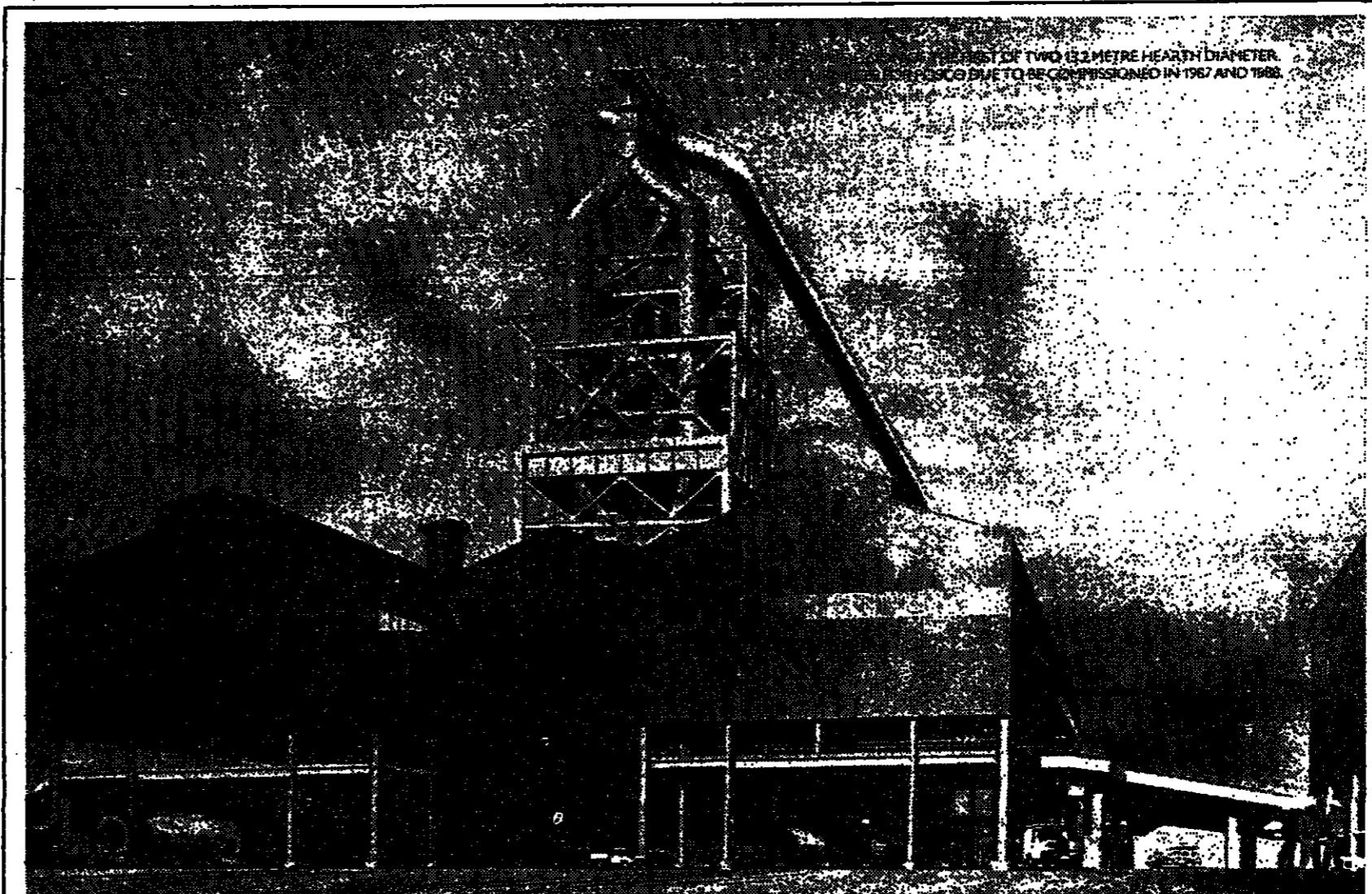
It has created one extra frustration this year, though, for those who need to visit officials connected with economics, industry and finance.

The relevant ministries are now a 40-minute car ride from the city centre, where they used to be located.

ANDREW FISHER



South Korea has a fast, comfortable train service—much appreciated by these business people, who want to relax at the end of a hard day. The system will also be valued by visitors to Seoul for the 1988 Olympics.



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## SOUTH KOREA 12

# The North engages in classic strategy of footdragging

## Relations within North-East Asia

STEVEN BUTLER

WHEN North-East Asia as a region comes into the news it is usually something involving the Soviet Union or North Korea. The last cockpitbus story was the Soviet downing of the Korean Airlines flight 007 in 1983, killing all 262 passengers aboard.

Today, in the region continues unabated. North Korea has amassed a frightening amount of hardware and armed men within close striking distance of the South Korean capital, Seoul. The South has responded with a steady upgrade of military technology, backed by strong US support. The Soviets, too, keep pouring men, missiles, machinery and ships into the area.

Despite all of this, however, and unlike in Europe, there is a far closer balance among military forces in the region. And while all sides keep pointing bigger guns at the other, they are also gradually finding new ways to talk, trade, and to meet on common purposes.

Unlike just a few years ago, the hard line of confrontation among Communist and non-Communist states in the region is breaking down to be replaced by complex relationships that diplomats agree, offer hope eventually of achieving some fundamental diplomatic breakthroughs.

The most striking of all this is the dialogue that has developed between North and South Korea. But perhaps just as significant is the rapidly growing commercial relationship between South Korea and North Korea's Communist ally, China. The Soviet Union has also become far more active in the region with trade and diplomacy, subtly altering the equation of risk and reward for all the players in and around Korea.

The dialogue between North and South Korea, which began haltingly in the spring of 1984, last autumn produced its first meagre fruit, when 35 families, split apart during the Korean war, met in tearful reunions in Seoul and Pyongyang. That was, remarkably, the first cross-border travel of ordinary Koreans in the 35 years since the war.

The brief reunion has led nowhere, despite proposals from South Korea to expand the exchanges. Economic talks have bogged down with South Korea making one practical suggestion after another for trade, only to be met by North Korean proposals about agreements on common principles and elaborate committee structures.

The North appears to be engaged in a classic strategy of footdragging and, in January, Pyongyang broke off talks after the South announced the start of annual military exercises with the US. Nonetheless, everyone expects the talks to go on again after April, when the exercises end. The propaganda value for North Korea in pursuing the talks is

Although North Korea broke off talks earlier this year after the South began its annual military exercises with US troops, it is widely believed that the North has strong reasons for wanting to resume talks soon.

just far too great to toss away. Both sides have publicly aired the idea of an unprecedented summit meeting between Mr Kim Il-Sung and the South Korean President, Mr Chun Doo-Hwan. Although nothing has come of it so far, there are widespread reports of secret diplomatic contacts and Mr Chun ventured so far earlier this year to say he "expected" such a summit might take place some time this year.

The North, it is widely believed, is less interested in improving its relations with South Korea than it is in presenting a reasonable image that it hopes may help build bridges to Japan and the United States, and thereby chip away at South Korea's international support.

The North is also facing difficult internal problems and is looking for ways to stabilize internal ties while it sorts these difficulties out.

Mr Kim Il-Sung is well along in a process of transferring authority to his son, Kim Chong-Il, in an unprecedented father-son succession. Yet the process, by its nature, will not be complete until after the elder Kim dies and if he hopes for a smooth transfer, he may want to reduce the difficulties his son will face later. The elder Kim may see the inevitability of having to deal with the South sooner or later in view of South Korea's growing international prominence and

say that the Soviet weaponry has strengthened the military balance.

The Soviet weaponry and the better relations may also something of a completion prize, because the Soviets appear intent on attending the 1988 Seoul Olympics, which would amount to a major diplomatic defeat for Pyongyang.

Last year Soviet sports teams

began visiting South Korea on exhibition and for international competition. In a November meeting of Communist sports ministers in Hanoi, North Korean proposals that the South agree to co-host the Olympics or face a boycott earned a chilly reception.

Increased Soviet interest in Asia followed the rise to power of Mr Mikhail Gorbachev. The effect so far has been less to provoke major changes in the region than simply to resurrect the Soviets as an important player. It is not clear yet how exactly they will play their cards, but that surely will come.

The greatest movement of substance has come from China and stems from the growing pragmatism in Peking. Trade with South Korea approximately doubled last year and was well in excess of \$1bn, making these two former enemy states major trading partners.

Daewoo Corporation, a diversified South Korean conglomerate, also started South

Korea's first joint venture with China. The first project, a refrigerator and television assembly plant in Fujian, was indeed a small beginning, but the investment has a far greater symbolic importance and there will be a long line of Korean businessmen following, if Daewoo makes a success out of it.

South Koreans have been greatly encouraged by China's willingness to pursue and expand commercial ties with South Korea, even though North Korea has raised public objections in the mass media. Private criticisms are believed to have been stronger.

Relations in the area have been conceptualised as a kind of parallelism. South Koreans seem to accept the notation that as ties between China and South Korea develop, Japan may have more interaction with North Korea. The ultimate goal would be some diplomatic recognition to be joined in by Soviet recognition of South Korea and US recognition of North Korea.

That solution to the diplomatic stalemate in the region has been angrily rejected by North Korea, which says it would merely perpetuate the division of the Korean peninsula. But all of the talking, trading, and cultural exchanges have raised hopes that the awesome weaponry that is being placed into the region will never have to be fired at the enemy.



South Korean troops, north-east of Seoul, taking part in a 10-week military war game involving 200,000 US and South Korean men.

## Ready for a role on world stage

CONTINUED FROM PAGE 1

for national unity in the face of North Korea's build-up of offensive military capability.

Mr Lee is a widely respected figure and his appeal had a poignant personal touch—two and a half years ago Mr Lee nearly died in a bomb blast in Rangoon that killed 15 of President Chun's top advisors and cabinet officials. North Korea has been blamed for the explosion.

Looking through the sights of a rifle at North Korea, it is easy to see why South Korea's military brass would prefer that the intense national debate over

South Korea's political future be postponed for a few short years, until the military balance improves.

Yet the opposition has listened to the warning that internal discord will invite invasion for many years. There

is no wonder they believe that appeal is nothing but the cynical ploy of a military-backed government to hang on to power.

"Let me say this to the military," dissident leader Kim Young-Sam recently told a cheering audience of supporters in Korea, "that you keep to your primary responsibility of defending the nation."

The opposition has launched

an increasingly vocal campaign for rapid democratic reform, centred on a demand that the constitution be revised to allow for a direct election of the president.

This the government refuses to consider, even though the government has since last February shown a remarkably tolerant attitude toward protest. Uniformed police have recently stood by and watched the largest anti-government rallies and street demonstrations since Mr Chun came to power in 1980.

There is now increasing talk among diplomats that martial law is being considered as an option if protest should get out

of hand. This talk may be little more than a reflection of the fact that Korea's political future is uncertain, that it is walking down untried paths, with neither the government nor the opposition entirely certain of the next steps. The stock of reliable wisdom on how to create viable democracies does not run very deep.

If Korea's likely graduation from developing country status is remarkable, even more so would be the transition to an open democracy. This, however, is not the kind of transition that diligence alone can achieve. It will take debate, conflict, and compromise of precisely the sort that Korea is now

experiencing, although compromise has yet to make a very strong showing on any side.

If there is a historic trend behind the development of the Korean economy, many Koreans also believe history is propelling their nation inevitably toward democracy, with universal literacy, a growing middle class, widespread understanding of civic norms, and a vibrant Christianity that stresses individual worth.

A surprising number of Koreans say privately they are unworried by current political conflict in Korea. They expect more to come and they also say they will not be robbed by history.

## Meeting – the driving force behind development



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